ADS-99-03-GD

DEPARTMENT OF DEFENSE

ACQUISITION CAREER MANAGEMENT

MANDATORY COURSE FULFILLMENT PROGRAM AND COMPETENCY STANDARDS

April 1999

Under Secretary of Defense
(Acquisition and Technology)

ACQUISITION AND
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 8 1999

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Reinstatement of ADS 97-03-GD, Department of Defense "Acquisition Career Management Mandatory Course Fulfillment Program and Competency Standards"

Pursuant to Section 8147 of Public Law 105-262 (FY 1999 Defense Appropriations Act) of October 17, 1998, I am reinstating ADS 97-03-GD (January 1997), "Acquisition Career Management Mandatory Course Fulfillment and Competency Standards," as ADS 99-03-GD, effective immediately. Procedures to request, review, and approve fulfillment actions are attached. ADS 99-03-GD includes the policy, the procedures, DD Form 2518, and the course competencies. This information will be available on the Defense Acquisition University world-wide-website (http://www.acq.osd.mil) and will not be published as a document.

The fulfillment program enables members of the acquisition workforce to receive credit for mandatory Defense Acquisition University (DAU) courses for which they are able to demonstrate competency through experience, education, and/or alternative training. Course participation, however, remains the preferred method.

The Director, Acquisition Education, Training and Career Development (AET&CD) within the Office of the Secretary of Defense is delegated responsibility for the integrity of the fulfillment program. The Directors, Acquisition Career Management, will periodically review selected approved fulfillment packages. DAU will update changes in course competencies and, also, conduct a periodic reviews of the program to assess its net benefit from an academic perspective. The Heads of the DoD Components may issue instructions necessary to implement this program.

J. S. Gansler

Attachment

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Chapter 1

Fulfillment Program

MANDATORY COURSE FULFILLMENT PROGRAM PROCEDURES

A. INTRODUCTION

The Director, Acquisition Education, Training and Career Development, will maintain the procedures needed to support the fulfillment process.

Members of the acquisition workforce begin the process by determining which training requirement (i.e., which Defense Acquisition University (DAU) course) they are seeking to satisfy through fulfillment. Information on which DAU courses are mandatory for each functional career path and documents supporting the fulfillment program can be found in the DAU catalog on the DAU world-wide web site.

B. DOCUMENTING COURSE COMPETENCIES

Members complete the self-assessment form available on the DAU Homepage, documenting each course competency they believe they have satisfied through experience, education and/or alternative training. Individuals then complete Section I of DD Form 2518 (Fulfillment of DoD Mandatory Training Requirements) found at A-1. This form, with supporting self-assessment documentation, is submitted to his/her immediate supervisor.

C. FULFILLMENT REVIEWS

The official authorized to conduct a review (in most cases, the first-level supervisor) of the completed DD Form 2518 shall determine whether the individual has the competencies to fulfill the course. If, in the judgment of a reviewing official (first or second level), additional or amplifying information is needed to reach a conclusion, the official shall interview the employee and/or request further documentation to support the self-assessment. An individual must satisfactorily meet all the competencies for a course to qualify for fulfillment credit for that course. The official designated to conduct a second-level review will vary depending on the procedures of each DoD Component.

Upon completion of the review, the first-level reviewing official concurs or non-concurs in block 16 of the DD Form 2518 and signs block 17. For all courses except PMT 302 (Advanced Program Management Course), the second-level reviewing official then approves or disapproves the complete package. If a reviewing official (first or second level) determines that additional information is required, the official shall interview the employee and/or request further documentation.

The second-level reviewing official follows the same procedures as the first-level reviewer, except that if additional information is required, that information may be obtained from either the individual, or the first-level reviewer or both. The second-level reviewer then completes section III as appropriate.

Reviewing officials should preferably be certified in the acquisition functional area being reviewed and at the same level as the course for which the documentation is being evaluated. Course graduates are preferred.

D. SPECIAL PROCEDURES FOR PMT 302

For PMT 302, the second-level review shall be completed by an official designated by the Component Head or Service Acquisition Executive. After the first-level concurrence, the reviewer forwards the completed DD Form 2518 and appropriate supporting documentation (such as self-assessment form, resumes, career briefs, transcripts, etc.) in accordance with Component procedures for higher level review and approval.

E. ADDITIONAL IMPLEMENTATION GUIDANCE

When either the first or second-level reviewer disapproves a request, the reviewer must provide justification to the requester in writing. The supervisor of the individual is expected to develop alternate training strategies that will assist the individual in obtaining certification. The Individual Development Plan required by DoD Manual 5000.52M should be used to document the strategy for civilian acquisition workforce members. Military members shall adhere to the career management policies and practices of the Military Departments in developing such a strategy.

Questions concerning the fulfillment program should be directed to the appropriate Director, Acquisition Career Management.

Chapter 2

Competency Standards

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 – FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
1	Recognize how DoD implements the Defense Acquisition Workforce Improvement Act (DAWIA), and how this Act applies to you as a defense acquisition professional.			
2	Define systems acquisition management and identify major institutions, key drivers, and the key players that influence defense acquisition.			
3	Identify the defense acquisition life cycle phases and milestones and the key activities associated with each. Identify the need for a phased-acquisition approach and a tailored acquisition approach.			
4	Recognize acquisition categories and the principal regulations governing defense systems acquisition.			
5	Identify the goals and tools of Acquisition Reform, while understanding the use of IPPD/IPT in successful acquisition management.			
6	Identify the stages of small group development and explain how group participation can enhance individual performance.			

ACQ 101	Competency	Yes	No	Work Description/Justification
7	Recognize that the Requirements Generation System is antecedent to the acquisition management process, is integral to all activities in developing defense systems, and is the key driver of new defense acquisition programs.			
8	Define the purpose and types of Work Breakdown Structure (WBS).			
9	Recognize the advantages and disadvantages of different cost estimating methodologies.			
10	Recognize the development process of the DoD budget and its resource allocation and decision making role in defense acquisition management.			
11	Recognize the funds allocation process, the percepts of the "life span" of Government funds, and the rules associated with different appropriations and the two laws associated with the execution of DoD budgets.			
12	Recognize why and how DoD uses contracts to acquire needed supplies and services, the legal nature of contracts, their preparation process, and the different contracts and solicitations that can be used based on the program risk equation.			
13	Recognize the proposal, preparation, formal source selection, and contract award processes and each processes' interrelationship.			

ACQ 101	Competency	Yes	No	Work Description/Justification
14	Identify the mission and responsibilities of the Defense Contract Management Agency (DCMA), the Defense Contract Audit Agency (DCAA), and the Defense Finance and Accounting Service (DFAS).			
15	Identify the purpose and process of Earned Value Management (EVM). Recognize the value and benefits of EVM in the acquisition process.			
16	Define the role of configuration management in the SE Process. Recognize that the SE Process is the process of technical management in the defense environment, and how it is used in translating operational needs into an integrated system design solution.			
17	Recognize the DoD 5000 defined process for evolving from operational requirements to systems specific and the major goals of this process.			
18	Recognize the state of the U.S. Science and Technology (S&T), the role and planned evolution of S&T, while understanding how these two elements apply to the different phases of defense acquisition.			
19	Identify the major objectives and types of developmental and operational testing.			
20	Recognize the importance of supportability to achieving system readiness requirements and reducing life-cycle costs.			

ACQ 101	Competency	Yes	No	Work Description/Justification
21	Recognize the importance of the 10 support elements in supportability planning.			
22	Recognize the integral nature of systems software in modern defense systems and the policies applicable to software intensive systems.			
23	Recognize the complexity of the software development process to the acquisition life cycle. Understand the software development integral nature to the SE Process and the top-level "best practices" for successful software development.			
24	Recognize the major producibility goals of the design effort and the DoD quality process which translates a released design to a producible product.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 – INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
1	Compare and contrast, in the changing Department of Defense (DoD) environment, the impacts of major institutional players, major new acquisition initiatives, and policies on defense systems acquisition management.			
2	Summarize the requirements generation system and procedures leading to a potential new start or modification.			
3	Distinguish the purpose and key activities of each phase of the life cycle process.			
4	Using an acquisition system, apply the risk management process as a basis for making sound acquisition program decisions.			
5	Using an acquisition system, apply the Integrated Product and Process Development (IPPD) concepts and processes necessary to effectively lead and participate in an Integrated Product Team (IPT).			
6	Given a critical incident, apply qualitative and quantitative tools to support problem solving and decision making in an acquisition environment.			
7	Given an acquisition system, apply alternative ethical decision-making approaches to aid in resolving a dilemma.			

ACQ 201	Competency	Yes	No	Work Description/Justification
8	Recognize the relationship between the various topics comprising the financial management process and the systems acquisition management process.			
9	Given a scenario, summarize the terms, laws, directives, and policies associated with the financial management process as a basis for making sound acquisition decisions.			
10	Apply funding policies associated with five primary appropriation categories in order to translate cost estimates to acquisition program budgets.			
11	Identify the various policies, procedures, and events of the Planning, Programming, and Budgeting System (PPBS) at the Service Headquarters and Office of the Secretary of Defense (OSD) level.			
12	Identify the terms, procedures, rules, and public laws associated with the execution of DoD budgets.			
13	Summarize the role of contracting in the acquisition process and the major contractual contributions towards managing program risk.			
14	Identify the process and procedures for preparing a solicitation.			
15	Demonstrate the process for conducting a source selection.			
16	Summarize the process and roles of IPT members in the preparation and support of a contract negotiation.			

ACQ 201	Competency	Yes	No	Work Description/Justification
17	Identify the major contract administration activities.			
18	Relate a contractor's significant financial motivations and constraints to achieve acquisition objectives.			
19	Relate key cost accounting terms and concepts to a contractor's cost proposal.			
20	Recognize the key processes in the development and management of a Performance Measurement Baseline in a program control process.			
21	Given a contract situation, including selected performance data, appraise the contractor's status applying typical EV analysis techniques.			
22	Identify the role of SE and its associated planning activities in transforming a validated requirement into an affordable, operational system.			
23	Identify the purpose and timing of the SE Process outputs over the life cycle, such as program-unique specifications, IT architectures, technical data packages, and other system-specific information.			
24	Identify the roles that Work Breakdown Structure (WBS), technical performance measurements, trade studies, and modeling and simulation play in the systems engineering process throughout the acquisition life cycle.			
25	Identify the role and functions of configuration management in the acquisition process.			

ACQ 201	Competency	Yes	No	Work Description/Justification
26	For current laws and policies, identify key software acquisition management activities that should be emphasized during the acquisition of a DoD software intensive system.			
27	Using a software-intensive system and software development planning information, identify key practices that can be used by developers to create a quality software product.			
28	Using a software-intensive system, identify acquirer key planning roles and activities. Describe “best practices” for software-intensive systems acquisitions and development that acquirers may use.			
29	Identify the Test and Evaluation (T&E) Process, and its role and contributions within the SE and acquisition management process during the acquisition life cycle.			
30	Identify the fundamental roles of Developmental Test and Evaluation (DT&E) in the acquisition life cycle.			
31	Identify the role of Operational Test and Evaluation (OT&E) in the acquisition life cycle.			
32	Explain how the Test and Evaluation Management Plan (TEMP) is used to integrate T&E planning activities in support of a program’s acquisition strategy.			

ACQ 201	Competency	Yes	No	Work Description/Justification
33	Identify acquisition logistics activities, their impact, and how they relate with other functional areas within the acquisition life cycle.			
34	Given a scenario, summarize acquisition logistics support activities and requirements associated with fielding/deployment, and post-production support of a system.			
35	Given an acquisition system, understand critical program management and logistics decisions concerning system supportability issues and alternatives that would optimize system design for supportability.			
36	Identify the manufacturing considerations in the SE process throughout the acquisition life cycle.			
37	Identify the major variables and trends encountered in production and how they relate to other functional areas.			

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AUD 1130 – TECHNICAL INDOCTRINATION

AUD 1130	Competency	Yes	No	Work Description/Justification
1	List the elements of a contract's life cycle and the general types of negotiated contracts.			
2	Contrast principal objectives of government contract cost accounting and financial cost accounting.			
3	Explain the history of FAR Part 31 and discuss allocability, allowability, reasonableness, and selected cost principles.			
4	Describe the background, purpose, and fundamental requirement of each Cost Accounting Standard.			
5	Identify direct costs, indirect costs, and G&A expenses.			
6	Identify costs allocated to final cost objectives from intermediate cost allocation pools.			
7	Calculate questioned overhead and G&A rates as a result of pool and/or base adjustments.			
8	Describe importance, and major considerations of risk assessment.			
9	Create working papers using the Audit Planning and Performance System (APPS).			
10	Write a structured note for an audit report.			
11	Calculate questioned costs in a proposal audit.			

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AUD 1320 – INTERMEDIATE CONTRACT AUDITING

AUD 1320	Competency	Yes	No	Work Description/Justification
1	Discuss internal control components.			
2	Utilize the ICR system and ICAPS to assess audit risk.			
3	List DCAA's direct audit activity codes.			
4	Discuss forward pricing rates and complete case studies.			
5	Discuss IPTs.			
6	Explain why auditors need to attend negotiations			
7	List negotiation techniques and concepts.			
8	List requirements of Form 2000, state auditor responsibility to detect fraud, and identify common fraud indicators.			
9	Discuss the purpose and requirements of the cost accounting standards and complete case studies.			
10	Discuss audit leads and observations.			

COMPETENCIES
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AUD 4120 – STATISTICAL SAMPLING

AUD 4120	Competency	Yes	No	Work Description/Justification
1	Discuss statistical sampling basic concepts.			
2	Explain the criteria for a valid statistical sample.			
3	Differentiate between variable and attribute sampling.			
4	Discuss the difference between dollar unit and physical unit sampling.			
5	Determine the proper sample selection method and stratification method to use on an audit.			
6	Select a statistical sample using the EZ-Quant programs.			
7	Evaluate the results of a statistical sample using the EZ-Quant programs.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 101 – FUNDAMENTALS OF COST ANALYSIS

BCF 101	Competency	Yes	No	Work Description/Justification
1	Explain the major types of life cycle cost estimates and explain their use in the life cycle management model.			
2	Describe the structure of a life cycle cost estimate.			
3	Use descriptive statistics to develop and communicate information.			
4	Use inferential statistics to estimate population parameters, values of specific future occurrences, and to perform hypothesis testing.			
5	Use appropriate guidance to estimate the effects of inflation on cost estimates.			
6	Use regression and correlation to develop cost estimating relationships in linear, power, and exponential forms.			
7	Assess parametric estimating relationships prepared by others.			
8	Define the learning curve of a historical system.			
9	Develop a learning curve for a new system and use it to predict recurring production costs.			
10	Estimate the risk reserve required for a program.			
11	Use analogies to produce appropriate cost estimates.			
12	Prepare and use appropriate cost factors in life cycle cost estimates.			

BCF 101	Competency	Yes	No	Work Description/Justification
13	Explain the common biases technical experts exhibit when providing estimates.			
14	Elicit information from technical experts.			
15	Explain the requirements for and techniques of economic analyses.			
16	Explain the special circumstances of and techniques of software cost estimating.			

COMPETENCIES
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BCF 102 – FUNDAMENTALS OF EARNED VALUE MANAGEMENT

BCF 102	Competency	Yes	No	Work Description/Justification
1	Within the context of systems acquisition management, discover the purpose of Earned Value Management.			
2	Within the context of a Program Manager's acquisition strategy, recommend the alternative applications of EVM in terms of project risks.			
3	Given a focus on WBS, Organizational Breakdown Structures (OBS), and Control Accounts, compare essential management principles to the characteristics of effective management systems.			
4	Given a significant contract, compare the contractors' management system characteristics with the EVM Systems Industry Standards.			
5	Given a PM requirement to manage project risks, explain the Integrated Baseline Review (IBR) process.			
6	Explain methods to tailor project status reports to obtain valid, accurate and timely information to support management decisions.			
7	Explain internal Government reports used to communicate project status and support management decisions.			
8	Analyze project cost, schedule and technical data, to develop conclusions and recommendations.			

BCF 102	Competency	Yes	No	Work Description/Justification
9	Identify relevant acquisition organizations, key players, and formal agreements.			
10	Given a decision to manage using EVM principles, identify sources (know where to go) to find current EVM information, and (know how to) use this information to support project management decisions.			

COMPETENCIES
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BCF 103 – FUNDAMENTALS OF BUSINESS FINANCIAL MANAGEMENT

BCF 103	Competency	Yes	No	Work Description/Justification
1	Contrast the acquisition management system policies (DoD 5000 series) with the DoD resource allocation process.			
2	Discuss cost methods and procedures used in the justification of various phases of life cycle costing.			
3	Identify and apply the law, policies, and practices applicable to developing a program budget.			
4	Contrast the Planning, Programming, and Budgeting System process and its relationship to the development of program budget submissions.			
5	Discuss the Congressional review process that leads to budget resolution, authorization, and appropriation of the DoD budget.			
6	Identify the process by which budget authority is apportioned, executed, and reprogrammed.			
7	Identify major provisions of fiscal law that governs the use of budget authority.			
8	Discuss the funding and budgeting issues involved with each type of contract used in system acquisitions.			

BCF 103	Competency	Yes	No	Work Description/Justification
9	Identify the key elements of Earned Value Management and how these elements relate to funding and budgeting issues.			

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BCF 203 – INTERMEDIATE EARNED VALUE MANAGEMENT

BCF 203	Competency	Yes	No	Work Description/Justification
1	Using the computer, be able to summarize information from Defense Acquisition Deskbook, Internet and the Lightweight Assault Reconnaissance Vehicle) LAR simulation.			
2	Using the LAR acquisition planning documents, synthesize the relationship between the EVM process and the Defense Acquisition Management Process.			
3	Using the LAR program documents, prepare EVM requirements for inclusion in the seven sections of an RFP.			
4	Using source selection criteria and proposals, recommend a contractor for the LAR EMD contract.			
5	Given the Increda Integrated Management System Description, assess the contractor's proposed EVMS relative to compliance with the 32 EVMS standard guidelines.			
6	Using the Increda internal documents and mock CAM interviews, synthesize the planning, organizing, executing, and follow-up of an Integrated Baseline Review.			
7	Using the LAR Memorandum of Agreement (MOA) and Surveillance Plan, a student will be able to summarize the surveillance roles and responsibilities.			

BCF 203	Competency	Yes	No	Work Description/Justification
8	Using the EV Charts, assess EV trends and data validity. Using simulated reporting from Increda and the CDRL requirements generated, assess the initial submittal and evaluate EV Project data formats for the LAR.			
9	Using EVM analysis techniques and automated tools, combine information from the CPR and critical path scheduling tools.			
10	Using a year of LAR with insight and project data, summarize Increda's cost and schedule performance.			
11	Using all of the information from Lesson 11 and an additional six months with insight and project data, summarize the health of the contract.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 204 – INTERMEDIATE COST ANALYSIS

BCF 204	Competency	Yes	No	Work Description/Justification
1	Explain the cost estimating process and distinguish between the various types of estimates and activities that are performed.			
2	Explain, perform, and evaluate cost model development.			
3	Discuss data collection and analysis, and how data problems impact the estimate.			
4	Normalize data for differences in definition, economic year of the dollars, and quantities.			
5	Identify the components of the Operating and Support (O&S) cost estimate.			
6	Develop, apply, and evaluate cost estimating relationships in linear and multiplicative regression forms.			
7	Identify the use of transformations in regression analysis.			
8	Analyze various regression outputs to determine preferred cost estimating relationships (CERs), and interpret what implications the statistics have on the ability to estimate future tasks.			
9	Perform residual analysis to validate model assumptions. If model assumptions are violated, recommend potential corrective action.			
10	Discuss and develop cost model documentation.			

BCF 204	Competency	Yes	No	Work Description/Justification
11	Determine the strengths and weaknesses of the following techniques and apply them to develop estimates: expert opinion, analogy, cost factors, estimates-at-completion, and wraparound rates.			
12	Explain the conditions that must exist for cost improvement to be possible and identify techniques to arrive at a T1 and slope.			
13	Develop and apply step-down functions.			
14	Distinguish between the unit and cumulative average cost improvement curve applications.			
15	Develop and apply cost improvement curves for unit, cumulative average, rate, and fixed cost models.			
16	Estimate cost improvement lost from breaks in production.			
17	Analyze a program schedule to determine the appropriate time phasing technique(s) for the Development, Production, and Operating and Support cost elements.			
18	Explain the risk management process in systems acquisition.			
19	Estimate the resources required to obtain specified confidence levels in the estimate.			
20	Discuss the key elements of cost estimate documentation. Document cost estimates.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 – CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
1	**Contractor Financing.** • Identify three categories of cash inflows. • Identify four categories of cash outflows. • Describe the cash flow cycle. • Explain time value of money concept.			
2	**Financial Analysis of DoD Contractors.** • Explain the role of financial capability analysis in the DoD acquisition process. • Identify types of financial data and where you would get them. • Identify the purpose and main elements of a businesses external financial reports. • Explain the interrelationships among the categories of ratios and how they explain the financial condition of a business.			

BCF 205	Competency	Yes	No	Work Description/Justification
3	**Sales Forecasting and the Annual Operating Plan.** • Explain how cost/managerial accounting differs from financial accounting. • Identify the major types of cost systems. • Distinguish between direct and indirect type costs and describe how overhead rates are calculated. • Discuss the common types of indirect cost pools. • Describe the major types of costs in each indirect cost pool. • Determine the significance of the Cost Accounting Standards Board (CASB) and CAS 401 and 402.			
4	**Cost Accounting for Government Contracts.** • Determine how: (1) forward pricing, (2) billing, and (3) actual indirect cost rates are used in Government contracting. • Explain allowability, allocability, and reasonableness of cost tests. • Identify Independent Research and Development/Bid and Proposal (IR&D/B&P) expenses as elements of contractor cost. • Determine Facilities Capital Cost of Money (FCCM) as an element of contractor cost.			

BCF 205	Competency	Yes	No	Work Description/Justification
5	**Cost-Volume-Profit** • Explain the difference between fixed and variable costs. • Explain the meaning of break-even and break-even chart. • Identify the concepts of contribution margin and marginal pricing. • Define the concept of operating leverage and how it may influence pricing strategy.			
6	**Contractor Use of Cost Estimating.** • Identify cost proposals. • Describe the estimating methodology for various elements of cost.			
7	**Overhead Planning and Analysis.** • Analyze the impact which changes in business base have on a defense contractor's direct and indirect costs. • Analyze the impact of a reduction in the sales forecast on a defense contractor's business base. • Distinguish between variable and fixed costs and derive revised overhead pool costs. • Compute revised overhead rates to be used by a defense contractor for Government contracting purposes.			

BCF 205	Competency	Yes	No	Work Description/Justification
7 Con't.	• Appraise the equitability of the contractor's overhead pool structure to a Government program manager. • Compute the financial impact on a Government program as a result of changes in overhead rates.			
8	**Cost Proposals and Report Evaluations.** • Prepare requests for additional information or support from the DPRO Program Integrator. • Prepare requests for additional information or clarifications. • Prepare requests for information from other program office personnel. • Prepare recommended negotiation objective positions on proposal cost elements, along with supporting rationale to be used in pre-negotiation briefings and negotiations.			
9	**Capital Investment for Cost Reduction.** • Demonstrate computation of (1) pay back (PB), (2) net present value (NPV), and (3) internal rate of return (IRR) methods for evaluating capital investment proposals. • Identify how risk and return affects a contractor's willingness to invest in capital (fixed) assets.			

BCF 205	Competency	Yes	No	Work Description/Justification
9 Con't.	• Identify Government disincentives and incentives to capital investment.			
10	**Proposal Pricing.** • Describe the considerations of a contractor in pricing competitive proposals to the DoD, and the importance of pricing decisions and its risk to the proposing contractor. • Determine the complexity of factors impacting the pricing decision. • Identify types of information relevant to the pricing decision. • Discuss the motivations underlying contractor pricing proposals.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
1	Given an Operational Requirements Document (ORD), an Acquisition Program Baseline (APB), an Acquisition Strategy, a cost-schedule-performance tradeoff, and a team role-play scenario, identify cost-schedule-performance tradeoffs in light of Cost as an Independent Variable (CAIV). • Identify cost, schedule, and performance objectives and thresholds (parameters) in the Operational Requirements Document (ORD). • Describe the issue of "trade space". • Identify the CAIV policy concerning the authority of the program manager to make cost and performance tradeoffs. • Identify performance parameters that are potential cost drivers. • Relate objectives and thresholds for cost, schedule, and performance to the concepts of "tradeoffs" and the policy of CAIV. • Assess the Acquisition Strategy/PR/RFP in light of CAIV.			

BCF 211	Competency	Yes	No	Work Description/Justification
2	Given a scenario and DoD 5000.2R, describe how various cost estimates support the acquisition milestone review; utilize a Cost Analysis Requirements Description, Program Office Estimate, and a Component Cost Analysis to develop a Service Cost Position. • Identify significant differences between the Program Office Estimate and the Component Cost Analysis with respect to assumptions and cost estimating methodologies. • Select the most appropriate methodology for a given situation. • Determine consistency of a cost estimate with a Cost Analysis Requirements Description. • Apply learning curve theory to appropriate portions of a cost estimate.			
3	Given a scenario, program documentation, and computer support, apply the escalation indices and basic funding policies needed for building a program budget. • Estimate the RDT&E funding requirements over the life cycle using Incremental Funding Policies. • Predict the effect of contract type on the budget.			

BCF 211	Competency	Yes	No	Work Description/Justification
3 Con't.	• Estimate the procurement and MILCON funding requirements over the life cycle using Full Funding Policy. • Estimate the Operations and Maintenance funding requirements over the life cycle using Annual Funding Policy. • Develop a budget for product improvement change and Advance Procurement. • Select the appropriate escalation indices for the RDT&E, Procurement, and the Operations and Maintenance program budgets. • Apply the appropriate escalation indices to the RDT&E, Procurement, and Maintenance program budgets.			
4	Given prepared program information (master plan/schedule, program budget, acquisition strategy), published Program Objective Memorandum (POM), POM Preparation Instructions (PPI), fiscal guidance, POM issues, and a Program Decision Memorandum (PDM), prepare the documentation, responses, and reclamas required to achieve full funding in the FYDP through the Programming process. • Prepare POM input documentation.			

BCF 211	Competency	Yes	No	Work Description/Justification
4 Con't.	• Identify the impact of an identified POM issue on program funding. • Prepare an alternative solution for a POM issue. • Determine the impact of a PDM on program funding. • Prepare a response/impact statement to a PDM.			
5	Given program information (master plan/schedule, program budget, acquisition strategy), a service Program Objective Memorandum (POM), a published budget call letter, Financial Management Regulation (FMR) budget exhibit preparation instructions, current "fact of life" program execution information, and prior year budget exhibits, prepare program budget exhibits for procurement (P-5, P-5A, P-21, P-40 forms), RDT&E (R-2, R-3 forms), advance procurement (P-10), multiyear procurement (MYP1-4), and information technology (Exhibit-43). • Contrast current POM with program execution information and prior year budget exhibits. • Identify the impact of "fact of life" program information on the executability of current POM. • Compare budget exhibits for consistency with each other. • Ensure that budget exhibits conform with call letters and other guidance. • Prepare budget exhibits.			

BCF 211	Competency	Yes	No	Work Description/Justification
6	Given a scenario, prepare program budget exhibits and prior year testimony/actions, develop responses/reclamas/ testimony as required for comptroller/budget analyst advance questions, budget hearings, and Program Budget Decisions (PBDs). • Identify, from budget exhibits and prior year testimony/actions, program areas most likely to attract budget analyst attention and questions during budget reviews. • Prepare documentation defending current execution status of a program and justifying the retention of funds. • Prepare impact statements for "what if" drills and possible funding level adjustments. • Prepare responses to inquiries and advance questions from budget analysts. • Prepare witness testimony for a program budget hearing. • Prepare a reclama to a Program Budget Decision (PBD).			

BCF 211	Competency	Yes	No	Work Description/Justification
7	Given a program budget request and published Congressional committee language, prepare the responses necessary to appeal committee actions. • Estimate the impact of Congressional committee report language on program budget requests. • Prepare impact statements for inclusion in DoD appeals. • Develop alternatives that may be necessary in order to incorporate Congressional language from authorization and appropriation laws.			
8	Given a scenario, program documentation, cost data, and computer support, relate Earned Value Management (EVM) information to program performance, trend analysis, budget impact and program documentation. • Develop program inputs to the Defense Acquisition Executive Summary (DAES) reports. • Assess the impact of Earned Value Management information (CPR, C/SSR, and CFSR) on the program budget.			

BCF 211	Competency	Yes	No	Work Description/Justification
9A	Given a scenario and funds management documentation, prepare a request for reprogramming. • Identify program funding shortfalls/deficiencies/bills, which may require the reprogramming of funds. • Identify sources of funds and/or offsets. • Identify the possible consequences of requesting funds and identifying funding sources. • Prepare a below-threshold reprogramming request with a deficiency statement for the bill and an impact statement for the source. • Prepare a request for Congressional prior approval reprogramming.			
9B	• Apply schedule adjustments. • Apply adjustments to performance requirements. • Apply funding adjustments.			
10	Given a scenario, funds management documentation and/or reports, assess program execution funds status. • Evaluate the validity of a program obligation/ expenditure plan. • Compare the obligation/expenditure plan and current official accounting records. • Identify actions to correct differences between actual obligations/expenditures and the official accounting records.			

BCF 211	Competency	Yes	No	Work Description/Justification
10 Con't.	• Prepare a deviation or variance report. • Determine impact of the expired account rule on current funding status. • Contrast reimbursable funding documents with direct cite funding documents.			
11	Given a scenario and funds management documentation, assess propriety of funds. • Evaluate situations for compliance with the Misappropriations Act, Anti-Deficiency Act, and Bona Fide Need Rule.			
12	Given a scenario, program documentation, cost data, and computer support, assess portions of a Request for Proposal (RFP). • Compare the Procurement Request (PR) to the Acquisition Strategy and obligation plan. • Identify acquisition initiatives, such as CAIV, in the PR.			
13	Given a scenario and program information, apply DoD acquisition (DoD 5000 series) and financial management (DoD 7000 series) policies, procedures and reform initiatives (streamlining) to program cost estimates, program budget plans/development, program execution and to all required financial documentation			

BCF 211	Competency	Yes	No	Work Description/Justification
13 Con't.	(obligation/expenditure plans, budget exhibits, Congressional/OSD oversight reports). • Identify how acquisition reform and streamlining can reduce reporting requirements and other unnecessary documentation. • Apply the concepts of acquisition reform and "streamlining" as they relate to program documentation (ORD, APB, AOA, ADM, CARD, TEMP, ACQ Strategy, ACQ Plan, oversight reports and cost estimates) requirements.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 301 – BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT WORKSHOP

BCF 301	Competency	Yes	No	Work Description/Justification
1	**Interrelationship of Earned Value Management (EVM) to other Business, Cost Estimating, and Financial Management (BCEFM) Functions:** • Describe and define the tasks and duties of the BCEFM EVM function. • Describe the concept of Earned Value. • Discuss sources of EVM performance information. • Describe guidelines used to determine program problems (Rules of Thumb). • Describe one method of forecasting an Estimate at Completion (EAC). • Describe Cost as an Independent Variable (CAIV) concept. • Describe contract analysis: current status, trends, and forecasting of final costs. • Describe tools/methods for evaluating an EAC. • Identify automated data analysis tools and their advantages and disadvantages. • Describe Impact of Earned Value Analysis on other BCEFM functions. • Describe the integrated baseline review process.			

BCF 301	Competency	Yes	No	Work Description/Justification
2	**Business, Cost Estimating, and Financial Management-Related Laws, Regulations, Policies, and Procedures:** • Explain the procedures used in apportioning budget authority within DoD. • Explain the sequence of fiscal events, from commitment to outlay, in the budget execution process. • Summarize the major provision of the Misappropriation and Anti-deficiency Acts. • Describe obligation plans, who uses them, why they are important, and what decisions are made based on the content and execution of the obligation plan. • Distinguish between the rules governing reprogramming of funds in each appropriation. • Explain the rules governing the use of expired funds. • Explain the characteristics of the basic contract types. • Identify the variables affecting choice of contract type in an acquisition plan. • Identify and describe the funding impacts as a result of contract type. • Explain what P/R Forms are, and who reviews and makes decisions based upon content.			

BCF 301	Competency	Yes	No	Work Description/Justification
3	**Cost Estimating (CE) Functions:** • Compare and contrast the cost estimating methods, analogy, parametrics, engineering, and extrapolation. • Distinguish between and define the following cost terms: Life Cycle, Flyaway, Weapons System, Procurement, and Program Acquisition. • Describe the various methods used to verify the accuracy and validity of different cost estimates throughout the program life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 100 – SHAPING SMART BUSINESS ARRANGEMENTS

CON 100	Competency	Yes	No	Work Description/Justification
1	Describe the similarities between the private and public sector acquisitions.			
2	Explain the differences between the private and public sector acquisition due to unique Government requirements.			
3	Describe the significance of the role of contracting in conducting the business of DoD.			
4	Recognize the changing world, national events, technological improvements and Congressional actions that influence changes in the acquisition environment.			
5	Summarize the DoD contracting mission.			
6	Outline the variety of customer mission areas and the corresponding market segments that contacting professionals support.			
7	Compare and contrast the differences and relationships of the acquisition, technology and logistics missions.			
8	Summarize the effect of events described in “Workforce 2005” on the contracting community.			
9	Generalize the business and technical competencies required for the contracting workforce series.			
10	Describe DAWIA certification and continuous learning requirements.			

CON 100	Competency	Yes	No	Work Description/Justification
11	Explain individual development plan (IDP) requirements and training opportunities.			
12	Distinguish among the functional areas team members and their roles in differing missions.			
13	Explain potential impacts of functional team members' actions within the team.			
14	Discuss contracting professionals added value as result of understanding requirements.			
15	Describe the key characteristics of how the Government conducts business with the private sector and how those characteristics have evolved over time.			
16	Compare and contrast adversarial and collaborative business relationships.			
17	Explain the unique role of federal contracting professionals in supporting the development of smart business arrangements.			
18	Define the missions of the General Accounting Office and the Department of Defense Inspector General.			
19	Describe the impact of the General Accounting Office and Department of Defense Inspector General on the acquisition process.			

CON 100	Competency	Yes	No	Work Description/Justification
20	Explain the importance of addressing General Accounting Office and Department of Defense Inspector General recommendations.			
21	Explain standards of conduct and ethical principles that apply to procurement decisions.			
22	Recognize actions to avoid fraud, waste and abuse.			
23	Describe senior leaderships' vision and focus for the acquisition, technology and logistics mission and workforce.			
24	Explain the overarching principles defining and guiding the DoD approach to doing business as government contracting professionals.			
25	Determine how you might play in achieving those goals.			
26	Outline the general business attributes needed for the business advisor.			
27	Describe the types of business advice, and their financial implications, needed to determine the most appropriate business arrangements.			
28	Describe some business arrangements that motivate suppliers.			
29	Identify monetary and non-monetary motivators.			
30	Explain the differences in influences affecting contractor versus Government acquisition professionals.			
31	Determine the economic role contractors play in government acquisitions.			

CON 100	Competency	Yes	No	Work Description/Justification
32	Outline the win-win outcome and its benefits to both government and contractor.			
33	Explain the different types of appropriations including their purpose and time period in which funds must be obligated.			
34	Describe the different situations in which Anti-Deficiency Act would apply.			
35	Outline the mission and functions of the government financial community.			
36	Discuss the business process interfaces and interdependence between the acquisition and financial functions in the federal government (or DoD).			
37	Explain how smart business arrangements reflect consideration of the total cost of doing business from the buyer and seller perspective.			
38	Describe the preferred approach to meet customer needs using commercial off-the-shelf items.			
39	Recognize the benefits and challenges of procuring commercial off-the-shelf items, modified commercial items, nondevelopmental items and government unique items.			
40	Identify market research, benefits and uses.			

CON 100	Competency	Yes	No	Work Description/Justification
41	Define the following terms: • Federal Business Opportunities (FedBizOpps) • DoD Business Opportunities (DoDBusOpps) • Central Contractor Registration (CCR) • DoD Electronic Mall (EMALL) • DoD Past Performance Information Retrieval System (PPIRS) • Standard Procurement System (SPS) • DFAS Corporate Information Infrastructure (DCII)			
42	Discuss the role and function of e-business integrated systems.			
43	Discuss the benefits and challenges of technology in supporting business functions.			
44	Explain the end to end process model.			
45	Recognize the impact of using inaccurate data in support of business processes.			
46	Discuss the current initiatives and barriers regarding the use of information technology.			
47	Explain the concepts of: Award Term Contracting, Price-Based Acquisition, Reverse Auctioning, Intellectual Property, Government Furnished Property, Total Ownership Costs and Risk/Tradeoffs.			

CON 100	Competency	Yes	No	Work Description/Justification
48	Discuss acquisition initiatives such as: Performance based Acquisition, Business Case Development, interoperability and Spiral Development.			
49	Describe public Policy using examples, such as Section 803 of the FY 2002 Defense Authorization Act, and provide examples of pending changes.			
50	Define the Contracting career field opportunities available intra and interagencies.			
51	Summarize other career opportunities in the acquisition arena (Program Manager, Quality Assurance Specialist, Logistician, FAR/DAR Council representatives, etc.)			
52	Discuss the advantages of rotational assignments.			
53	Interpret personality types to improve leadership and team development.			
54	Explain the impact of personality types on interpersonal communication and team dynamics.			
55	Discuss the characteristics of effective communication.			
56	Discuss how to apply team-building processes to develop and maintain an effective team.			
57	Describe the characteristics of high performing teams and the processes used to develop such teams.			
58	Explain the generic problem-solving model.			

CON 100	Competency	Yes	No	Work Description/Justification
59	Describe procedures for business alternatives such as: • Government Inventory • Economy Act • Purchase Card • Request for Quotation/Purchase Order • Sealed Bidding • Contracting by Negotiation • Indefinite Delivery Type Contracts • Ordering Instruments and Procedures 1. Federal Supply Schedules 2. Multiple Award Contracts 3. Multi-Agency Contracts 4. Government Wide Acquisition Contracts 5. Agreements			
60	Outline the business considerations for using the defined business alternatives and ordering instruments.			
61	Describe the roles/responsibilities of the contracting professional, as well as the rules and strategies that apply to their work environment.			
62	Distinguish among the contracting business decisions that are required in the planning stages of the procurement and the implications for the acquisition team members in this process.			

CON 100	Competency	Yes	No	Work Description/Justification
63	Distinguish among the contracting business decisions required from solicitation to award of the procurement and the implications for the acquisition team members in this process.			
64	Distinguish among the contracting business decisions required after award of the procurement and the implications for the acquisition team members in this process.			
65	Discuss the shift to knowledge work and workers in our society.			
66	Discuss on-line resources and e-performance support tools available to the acquisition, technology and logistics workforce.			
67	Outline continuous learning opportunities available to the acquisition, technology and logistics workforce.			
68	Discuss lessons learned and best practices regarding use of e-performance support tools and e-learning.			
69	Describe Communities of Practice (COP) and how they relate to the acquisition process.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

CON 110 – MISSION SUPPORT PLANNING

CON 110	Competency	Yes	No	Work Description/Justification
1	Given a customer need, identify areas of mutual interest within an acquisition environment (requiring activity, contractor, contracting office, others)			
2	Identify the factors in development of your mission support strategy			
3	Identify the key characteristics for successful customer relationships			
4	Identify the steps to ethical decision making			
5	Using the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), locate required information.			
6	Identify how the FAR is organized, administered and updated.			
7	Identify how the DFARS is organized, administered and updated.			
8	Given your mission support area or a particular requirement, conduct strategic or tactical market research. Course wording: You will identify areas of mutual interest within an acquisition environment given the customer's need.			
9	Identify the characteristics of strategic and tactical market research.			
10	Identify the benefits of conducting market research.			
11	Identify required sources for a supply or service.			
12	Recognize procedures for using a qualified bidders list (QBL), qualified manufacturers list (QML), or qualified products list (QPL).			
13	Identify potential sources of information.			
14	Identify acquisition resources and market research information.			
15	Define performance assessment methods			
16	Identify the requirements for using the Economy Act			
17	Given a customer need, identify all issues related to developing the applicable requirements documents for an acquisition.			
18	Identify the various issues and elements considered when developing requirements documents			

CON 110	Competency	Yes	No	Work Description/Justification
19	Identify documents required for acquisitions for services, construction, Architect-engineer services.			
20	Given a customer requirement, select the laws (labor, environment, socioeconomic and foreign acquisition requirements) applicable to that requirement.			
21	Identify the characteristics of a socioeconomic program(s).			
22	Identify the procedures for setting aside an acquisition under the Small Business Act			
23	Determine applicable requirements to include Foreign acquisition, labor, and environment.			
24	Given the customer requirement, select the appropriate contract type.			
25	Identify the simplified acquisition methods.			
26	Identify methods of acquisition for other than simplified acquisition procedures.			
27	Identify the basic types of contracts and agreements.			
28	Identify the methods of providing for recurring requirements.			
29	Given a customer requirement, identify competition requirements.			
30	Identify competition requirements that exceed the Simplified Acquisition Threshold			
31	Identify Competition Requirements using Simplified Acquisition Procedures.			
32	Given a customer need, identify the criteria in developing an acquisition strategy.			
33	Identify characteristics of best value.			
34	Identify the relationship between best value, Acquisition Planning, and achieving mission goals.			
35	Identify the elements of a Written Acquisition Plan.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

CON 111 - MISSION STRATEGY EXECUTION

CON 111	Competency	Yes	No	Work Description/Justification
1	Given a procurement request (PR) package, determine if the purchase request package can be accepted and processed.			
2	Identify the elements of the purchase request package			
3	Identify factors to consider when determining the adequacy of funding in the purchase request package			
4	Determine the reasonableness of the Independent Government Estimate (IGE)			
5	Identify factors to consider when determining the adequacy of supporting documents			
6	Given a requirement, select the applicable methods for exchanging information with the vendor.			
7	Identify when early exchanges with industry are appropriate			
8	Determine the need and the methods and tools for publicizing information on proposed contract actions			
9	Identify the procedures to conduct a pre-quote, pre-bid, pre-proposal conference when appropriate			
10	Identify methods for responding to an inquiry from the general public about a solicitation received prior to contract award			
11	Given the specifics of the requirement, identify the components and procedures for preparing an oral or written solicitation.			

CON 111	Competency	Yes	No	Work Description/Justification
12	Identify the different types of solicitations			
13	Identify the characteristics of commercial solicitations			
14	Identify the characteristics of noncommercial solicitations			
15	Identify price and non-price related factors for incorporation in the solicitation			
16	Identify the methods of evaluation			
17	Identify the criteria and procedures for providing contract financing in the solicitation			
18	Identify when an amendment or cancellation is appropriate for a solicitation			
19	Given a solicitation, identify the procedures for processing solicitation responses.			
20	List The Procedures For Safeguarding Quotes And Proposals			
21	List The Procedures For Processing Timely And Late Offers			
22	Identify The Requirements For Conducting Oral Presentations			
23	Given responses to a solicitation, determine the analytical techniques that will be used to evaluate contractors' proposals to ensure that both the Government and contractor get a fair and reasonable price.			
24	Identifying Other Information That Maybe Used In Support Of Price Analysis			
25	Identify The Preferred Price Analysis Techniques To Review A Contractor's Proposal			

CON 111	Competency	Yes	No	Work Description/Justification
26	Determine Whether To Use Price Analysis Or Cost Analysis To Evaluate The Contractor's Proposal			
27	Identify The Factors That Affect Cost Analysis And Cost Realism Analysis Considerations			
28	Identify The Factors That Affect Price Analysis Considerations			
29	Identify The Purpose Of Conducting An Analysis Of A Contractor's Price Proposal			
30	Given responses to a solicitation, complete a price analysis of a contractor's proposal in order to establish price objective for negotiation.			
31	Identify Factors That Effect Price Comparability			
32	Select A Price Evaluation Technique To Review A Contractor's Proposal			
33	Select The Government's Pre-Negotiation Objective			
34	Choose The Appropriate Rationale To Support The Government's Price Objective			
35	Given the results of an evaluation, identify the elements of a negotiation strategy.			
36	Identify Negotiation Topics			
37	Identify Price Related Information That Influences The Competitive Range			
38	Identify The Types Of Exchanges			
39	Given results of the evaluation process, identify contract award procedures			
40	Identify The Conditions That May Require The Rejection And Cancellation Or Rejection And Re-Solicitation			

CON 111	Competency	Yes	No	Work Description/Justification
41	Identify The Responsibility Or Non-Responsibility Of A Contractor To Include Past Performance			
42	Identify The Steps To Prepare Award Documents Using Simplified Acquisition Procedures (Sap)			
43	Identify The Steps To Prepare Award Documents Using Other Than Simplified Acquisition Procedures			
44	Identify The Procedures For Debriefing			
45	Identify Appropriate Actions To Resolve Protests			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

CON 112 - MISSION PERFORMANCE ASSESSMENT

CON 112	Competency	Yes	No	Work Description/Justification
1	Given a contracting scenario, evaluate contractor performance.			
2	Identify administration roles and responsibilities including those of the Administrative Contracting Officer (ACO), and the procedures for contract- monitoring and acceptance			
3	Identify the process and procedures for preparing for and conducting a post-award conference.			
4	Identify the commercial and noncommercial financing arrangements and the impact on contract administration.			
5	Identify the administrative issues in labor and environmental laws and other miscellaneous terms and conditions.			
6	Select the appropriate action(s) to achieve customer satisfaction through the use of metrics.			
7	Distinguish between commercial and non commercial remedies and the appropriate documentation requirements.			
8	Identify the various methods and procedures to pay an invoice.			
9	Given a contract, identify the contract modification processes and procedures.			
10	Identify the types of modifications.			

CON 112	Competency	Yes	No	Work Description/Justification
11	Identify the steps in the process for processing a contract modification.			
12	Identify the process and procedures for exercising an option.			
13	Given a contractor claim, select the appropriate course of action.			
14	Identify the Disputes Process.			
15	Identify the procedures for ADR.			
16	Given the specifics of the contract, identify the procedures for processing a contract closeout.			
17	Identify the close-out procedures in FAR 4.8.			
18	Identify situations when a contract cannot be closed-out.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

CON 120 - MISSION FOCUSED CONTRACTING

CON 120	Competency	Yes	No	Work Description/Justification
1	Given a business scenario, discuss leadership actions necessary to implement sound business decisions for contracting			
2	Discuss the DoD senior leadership vision for the acquisition community			
3	Discuss leadership and followership			
4	Given access to the film,"The Flight of the Buffalo", contrast the characteristics of the buffalo versus the goose models of leadership			
5	Given a contracting scenario, justify a business solution based upon application of the six-step problem solving model and four other decision making tools			
6	Discuss how effective problem solving assists the acquisition community in making good business decisions that support the DoD mission.			
7	Given a contracting scenario, apply the six-step problem solving model to identify the problem, facts, assumptions, alternatives and recommended solution.			
8	Given a contracting scenario, apply at least two of the five problem-solving tools to support a recommendation from the following list of tools: a) cause and effect, b) criteria rating, c) brainstorming, d) five whys or e) force field analysis.			

CON 120	Competency	Yes	No	Work Description/Justification
9	Given a customer need, provide sound business advice to help develop a purchase request package that describes the need in clear language			
10	Discuss the contracting specialist's role in relation to mission support planning and IAW the FAR, DFARS, laws and other regulatory guidance.			
11	Identify the characteristics and impacts of strategic and tactical market research			
12	Identify socio-economic policies, options and restrictions impacting a customer's requirement.			
13	Given a contracting scenario for a commercial supply item, prepare a market research report that includes three sources and customary market practices for the commodity or service			
14	Given a case study on a commercial supply item, complete a market research report addressing important acquisition action factors (i.e. commerciality, competition, contract type, acquisition strategy).			
15	Given a market research report, justify a list of all documents required to create a complete procurement package IAW CON 110-112 and your contracting experiences.			
16	Given a purchase request, develop a solicitation written IAW contracting laws and regulations to meet the customer's needs.			
17	Given a purchase request package, review the documents for adequacy.			

CON 120	Competency	Yes	No	Work Description/Justification
18	Given a purchase request package, determine the appropriate contract type.			
19	Given a purchase request, determine the need to publicize the requirement.			
20	Given a solicitation scenario, complete a solicitation.			
21	Given inquiries to a solicitation scenario, provide recommendations on appropriate contractual actions			
22	Given a solicitation and contractor responses, award a contract and address award-related issues IAW contracting laws and regulations.			
23	Calculate the Government's price objective using Price Index Numbers.			
24	Calculate the Government's price objective using Cost-Volume Analysis			
25	Given a contracting scenario, justify a decision on whether or not to award on initial responses.			
26	Given a contracting scenario, conduct discussions.			
27	Given a contracting scenario, determine price reasonableness.			
28	Given a contracting scenario, explain the requirements for contract award.			
29	Given a contracting scenario with a list of issues, recommend the appropriate business actions for debriefing IAW the FAR.			
30	Given a Letter of Protest and contract, prepare an appropriate Government response.			
31	Given a contracting scenario and performance metrics, justify actions for monitoring a contractor’s performance			

CON 120	Competency	Yes	No	Work Description/Justification
32	Given a contracting scenario, prepare a plan for conducting a post award orientation conference			
33	Given a contracting scenario, develop a plan for assessing a contractor's performance that includes all business factors			
34	Given a contracting scenario on a contractor's performance, develop an acceptable Government remedy.			
35	Discuss characteristics and impacts of payments to contractors.			
36	Given a contract and contracting scenario, justify appropriate business actions (i.e. modification, termination, ratification) IAW the FAR, DFARs, laws and guidance on Government contracting.			
37	Discuss the characteristics of different types of contract changes (i.e. supplemental agreement, change order, constructive change, and ratification).			
38	Describe the difference between a bilateral and unilateral contract change order			
39	Explain the steps included in a Government contract change.			
40	Discuss the characteristics of three types of Government contract termination: convenience, cause and convenience			
41	Explain what constitutes an excusable delay for Government contracting			
42	Given a post-award contracting scenario, conduct negotiations			
43	Given a contracting scenario, justify a plan for project closeout.			

CON 120	Competency	Yes	No	Work Description/Justification
44	Discuss the conditions under which different types of procedures may be used to close out a contract			
45	Discuss the contract requirements that must be reviewed in preparation for closeout			
46	Given a contracting scenario, determine the steps that must be taken to close a specific contract using an appropriate closeout form.			
47	Given a business scenario, justify leadership actions necessary to implement sound business decisions for contracting			
48	Given access to the film, "Whale Done", discuss the keys to success for building effective relationships in contracting teams.			
49	Explain the steps and actions needed to conduct effective meetings			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 – INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
1	Given applicable resources and information on upcoming requirements, analyze that information so that sound business judgments can be made.			
2	Given applicable resources, purchase request for a complex requirement and market research data, determine its adequacy and impact on an acquisition so that sound business judgments can be made.			
3	Given applicable resources and requirements documents analyze the documents so that sound business judgment can be made.			
4	Given appropriate resources and various sample requirements for specialized services, analyze those requests to determine if advisory and assistance services are appropriate and if there are potential conflicts of interest so that sound business judgment can be made.			
5	Given appropriate resources, a purchase request and information on the availability of Government property, determine whether to furnish that property so that sound business judgment can be made.			

CON 202	Competency	Yes	No	Work Description/Justification
6	Given appropriate resources and a variety of acquisitions that need to be made, determine the appropriate type of contract agreement, as well as associated pricing arrangements, so that sound business judgment can be made.			
7	Given appropriate resources and a purchase request and market research data, complete the appropriate provisions and clauses for inclusion in the solicitation so that sound business judgment can be made.			
8	Given appropriate resources distinguish the types of situations, that require bonds and the acceptance/rejection requirements so that sound business judgments can be made.			
9	Given appropriate resources and information on acquisition histories, market data, purchase requests, requirements documents, the statement of work and/or recommended non-cost factors for award, determine how to apply evaluation factors so that sound business judgments can be made.			
10	Given applicable resources and acquisition forecasts, histories, and market research, develop an acquisition plan so that sound business judgment can be made.			

CON 202	Competency	Yes	No	Work Description/Justification
11	Given appropriate resources and data on purchase requests, acquisition histories, market data, and decisions made in all previous steps of the procurement planning phase, develop a source selection plan so that sound business judgments can be made.			
12	Given appropriate resources and data on purchase requests, acquisition histories, market data, and presolicitation business decisions, prepare instructions for a written solicitation and an oral presentation so that sound business judgments can be made.			
13	Given appropriate resources including data on solicitation, proposals, and information from the offeror, analyze non-price evaluations so that sound business judgments can be made.			
14	Given appropriate resources and data on solicitation, proposals/quotes, technical reports and cost/price analysis reports, analyze the decisions regarding discussions and the composition of the competitive range so that sound business judgments can be made.			
15	Given a solicitation and proposal information, critique the proposed subcontracting plan so that sound business judgments can be made.			

CON 202	Competency	Yes	No	Work Description/Justification
16	Given a solicitation, several offers, and a preaward survey, make a responsibility determination so that sound business judgment can be made.			
17	Given an evaluated proposal and supporting documentation, develop the award recommendation and the debriefing agenda for the source selection authority so that sound business judgments can be made.			
18	Given a protest, a recommended resolution for the protest, offers, solicitation, and supporting documents, determine the reasonableness of the protest resolution and whether sound business judgment was made.			
19	Given appropriate resources, prepare to administer a contract so that sound business judgments will be made.			
20	Given a noncommercial contract situation and a request to modify, apply procedures for completing a modification so that sound business judgments can be made.			
21	Given various financial management contract scenarios, applicable references, and input from the contractor, determine the Government's reaction/position so that sound business judgments can be made.			

CON 202	Competency	Yes	No	Work Description/Justification
22	Given various contract situations involving monetary limitations or adjustments, distinguish the available alternatives and the procedures for each so that sound business judgments can be made.			
23	Given multiple contract administration problems involving contract performance, resolve those performance problems so that the remedy reflects sound business judgment.			
24	Given a contract scenario, determine appropriate management of subcontracting issues so that sound business judgments can be made.			
25	Given a contract, apply procedures relative to Government property so that sound business judgments are made.			
26	Given a potential contract termination situation, resolve that situation so that sound business judgments can be made.			
27	Given a contract scenario with an issue of controversy, resolve the issue so that sound business judgments can be made.			
28	Given a contract situation determine necessary actions for contract closeout so that sound business judgments can be made.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 – INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
1	**Selecting the Type of Contract to Solicit.** • Identify the type of contract that will best mitigate expected risks.			
2	Develop and defend a Price Negotiation Memorandum and a Price Competition Memorandum.			
3	Use computer programs for statistical analysis, regression, and learning curves.			
4	Use market research to determine commerciality.			
5	**Price Objectives.** • Determine the reasonableness of proposed prices and develop price-related pre-negotiation objectives.			
6	Use price indexing for adjusting price/cost for further analysis.			
7	Audits. • Determine whether to audit the submitted cost and pricing data. • Obtain and review audit reports.			
8	Cost Analysis. • Develop pre-negotiated positions on proposed elements of cost and fee.			

CON 204	Competency	Yes	No	Work Description/Justification
9	Evaluate other terms and conditions (e.g., lease versus purchase or financing).			
10	**Responsibility.** • Determine whether the offeror meets standards of responsibility.			
11	**Subcontracting Requirements.** • Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it.			
12	**Delays.** • Determine whether delay is excusable and negotiate consideration.			
13	**Stop Work.** • Determine whether to stop work; prepare and issue the stop work order. • Unless the contract is terminated, initiate resumption of work and modify the contract as necessary.			
14	**Termination for Default.** • Determine the need and adequacy of the case for default. • Prepare and issue the termination notice.			

CON 204	Competency	Yes	No	Work Description/Justification
15	**Unallowable Costs.** • Determine the allowability of invoiced costs. • Prepare notice of intent to disallow. • Based on discussions with the contractor, determine whether to withdraw or sustain the notice and/or allow part of the costs.			
16	**Limitation of Costs.** • If a cost reimbursement contract, determine if the contractor has exceeded 75% of the estimated cost in the Schedule. • If a Time and Material or Labor Hour contract, determine if the contractor has exceeded 85% of the ceiling price. • Recommend an appropriate option if the contractor will not be able to complete the work within the amount obligated.			
17	**Indirect Costs.** • Adjust billing rates as necessary to prevent substantial overpayment or underpayment of indirect costs. • Determine applicability of the quick closeout procedure and negotiate final indirect cost rates.			

CON 204	Competency	Yes	No	Work Description/Justification
18	**Defective Pricing.** • Identify and report indicators of defective pricing. • Arrange audit of the data. • Determine whether the data is defective, the degree relied upon, and the downward adjustment.			
19	**Contract Modifications.** • Review proposed modifications against the scope of work and availability of funds. • Determine whether to modify the contract and the type of modification to employ. • Implement the modification.			
20	**Termination for Convenience.** • Determine the necessity for termination. • Prepare the notice. • Negotiate settlement of outstanding costs or, where settlement is not possible, prepare a unilateral settlement by determination.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 210 – GOVERNMENT CONTRACT LAW

CON 210	Competency	Yes	No	Work Description/Justification
1	Discriminate between statutory, regulatory, and ethical restrictions applicable to Government contracts.			
2	Compare historical acquisition processes and demonstrate changes in how the Government acquires goods and services.			
3	Determine the authority of the contracting officer, how that authority can be delegated, and the impact of that delegation.			
4	Analyze and determine the manner in which the various pieces of Federal legislation and judicial and administrative decisions impact the formation of Government contracts.			
5	Compare and contrast the different procedures and remedies available to an adversely affected bidder or offeror in the forums available in which to protest a Government acquisition.			
6	Given different types and forms of property, summarize the Government's contractual rights in such property and the remedies available to both the Government and the contractor resulting from the improper use of such property.			
7	Given various contracting situations, identify those in which the Government has properly obligated Federal moneys.			

CON 210	Competency	Yes	No	Work Description/Justification
8	Identify the social and economic concerns which have resulted in use of Government contracting as a means of furthering national goals of improving the environment and the quality of life.			
9	Given factual situations involving Government contracts, identify whether actionable fraud is present and recommend any possible options for remedying such conduct.			
10	Given different types of contracts, identify and select the Government's right with respect to delivery, and/or any expressed or implied warranties, and make a determination about when acceptance takes place.			
11	Given various situations in which a contractor has performed additional work not required by the original contract, (1) differentiate those situations in which the contractor is entitled to an equitable adjustment from those in which the contractor is not, and (2) if so entitled, determine the elements of the equitable adjustment.			
12	Provided the facts underlying pending disputes, propose the probably course of the litigation, to include the nature of Government employees' participation in such litigation.			
13	Determine the availability of and the circumstances necessary to terminate a Government contract, given different factual situations.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

CON 353 - ADVANCED BUSINESS SOLUTIONS FOR MISSION SUPPORT

CON 353	Competency	Yes	No	Work Description/Justification
1	Use critical thinking, problem solving tools & techniques, risk management, and ethical decision making to make sound business decisions			
2	Effectively communicate orally and in writing			
3	Manage the implementation of change and transformation			
4	Manage information and knowledge for currency			
5	Contribute in a cross functional collaborative environment			
6	Incorporate senior leadership and private sector perspectives in the decision-making process			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

FE 201 - INTERMEDIATE FACILITIES ENGINEERING

FE 201	Competency	Yes	No	Work Description/Justification
1	Describe the relationship that exists between DoD and the Services with regard to weapons system acquisition and facilities requirements.			
2	Describe the basic cost estimating and scheduling techniques and tools in managing facilities engineering projects.			
3	Determine the appropriate acquisition strategy to meet the facilities engineering requirement.			
4	Utilize the procedures, rules, and public laws associated with the execution of DoD budgets with relation to facilities engineering			
5	Apply the appropriate processes and procedures for the acquisition planning, contract formation, and administration of a facilities engineering acquisition.			
6	Discuss concepts and principles related to Real Estate as they apply to the Facilities Engineering process.			
7	Discuss the application of environmental requirements related to the Facilities Engineering process.			
8	Select the appropriate steps and various outputs of the comprehensive planning process to Facilities Engineering.			
9	Select the appropriate design process to the Facilities Engineering requirements.			
10	Relate the construction process to the Facilities Engineering requirements.			
11	Relate the facilities sustainment process to the Facilities Engineering requirements.			

FE 201	Competency	Yes	No	Work Description/Justification
12	Relate the disposal process to the Facilities Engineering requirements.			
13	Relate the contingency engineering process to the Facilities Engineering requirements.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

IND 100 - CONTRACT PROPERTY ADMINISTRATION AND DISPOSITION FUNDAMENTALS

IND 100	Competency	Yes	No	Work Description/Justification
1	State the Government's policy and exceptions on providing property to contractors.			
2	Describe the five major types of Government Property			
3	Explain the Government Property Clauses cited in the FAR			
4	Describe the duties and responsibilities of the Property Administrator			
5	Describe the Property Management requirements for Material			
6	Describe the Property Management requirements for Special Tooling (ST)			
7	Describe the Property Management requirements for Special Test Equipment (STE)			
8	Describe the Property Management requirements for Facilities			
9	Describe the Property Management requirements for Agency Peculiar Property			
10	Describe the relationship between Government Property and Progress Payments			
11	Describe the record keeping requirements for Government Property in the possession of Government contractors			
12	Describe the identification and segregation requirements for Government Property in the possession of Government Contractors			
13	Describe the requirements for performance of a Physical Inventory			
14	Describe the formulation of a Property Control System			

IND 100	Competency	Yes	No	Work Description/Justification
15	Describe the maintenance requirements for GP in the possession of the government contractors			
16	Given a GP scenario, Calculate the rental due for the use of GP			
17	Given a GP scenario, determine reasonable and proper consumption			
18	Given a GP scenario, apply the risk of loss assumption			
19	Describe the elements of a Property Control System analysis			
20	Describe the requirements for control of subcontractors provided GP			
21	Explain the contracting terms relating to disposal of GP			
22	Describe the priorities established by law for the disposal of contractor inventory			
23	Describe the responsibilities and authorities of the Plant Clearance Officer (PLCO)			
24	Describe the use and acceptance of inventory schedules			
25	Describe the use of Plant Clearance Automated Reutilization Screening System (PCARSS)			
26	Describe the inventory notification process			
27	Select the proper condition codes for use with excess contractor inventory			
28	Describe the screening cycles			
29	Describe the sales process for surplus Government property			
30	Describe the donation process for surplus Government Property			
31	Describe the abandonment or destruction process			
32	Describe the requirements for the disposal of hazardous wastes			
33	Describe the requirements for demilitarization			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 103 – CONTRACT PROPERTY SYSTEMS ANALYSIS

IND 103	Competency	Yes	No	Work Description/Justification
1	Describe the requirements for the performance of a Property Control Systems Analysis (PCSA).			
2	Describe the two types of PCSAs.			
3	Distinguish between a Standard and Limited PCSA by listing the criteria.			
4	Describe the frequency for performance and scheduling of PCSAs.			
5	Describe the requirement for an entrance conference with the contractor.			
6	List the fifteen functions/process areas within the PCSA.			
7	Describe the use of inferential statistics in the performance of a PCSA.			
8	List the types of sampling available to the Government Property Administrator in performing a PCSA.			
9	Determine and select the appropriate populations for each function/process for analysis in the performance of a PCSA.			
10	List the evaluative criteria for each function/functional segment including Functions I through XV (Acquisition through Contract Closeout).			

IND 103	Competency	Yes	No	Work Description/Justification
11	Apply the decision table and its guidance provided in DoD4161.2-M for determining the acceptance or rejection of a function/functional segment.			
12	Describe the requirement for an exit conference with the contractor.			
13	Recognize the requirement and components of a Corrective action plan on the part of the contractor.			
14	Describe the requirements for audit evidence and worksheets in the performance and documentation of a PCSA.			
15	Describe the requirements for a System Analysis Summary Document.			
16	Describe the steps required on the part of the Property Administrator to resolve deficiencies in a PCSA with a non-responsive contractor.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

IND 200 - INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION AND DISPOSITION

IND 200	Competency	Yes	No	Work Description/Justification
1	Given a scenario for an RFP, determine the appropriate Government Property and related clauses that need to be included in the RFP.			
2	Given a scenario, discuss how and when the Government may take title to property under a contract. Cite regulatory and DoD career field guidance			
3	Given a scenario for a current contract, analyze the Government's policy on providing facilities to determine appropriateness of the action.			
4	Given a contracting scenario, examine the Special Tooling and Special Test Equipment Clauses for appropriate use and application			
5	Given a scenario on the GP provided a contractor, determine the appropriate methods that the Contractor should include in their Property Control System for performing physical inventories of Government Property			
6	Given a scenario on a new contractor with a Property Administration requirement, justify a Property Control System			
7	Given a contracting scenario, critique a liability case for the implications of Lost, Damaged or Destroyed Government Property in the possession of a defense contractor			
8	Given the function, acquisition, records, physical inventories or consumption, justify which items, documents, locations, areas, asset, etc. would make up the population for that function or functional segment			

IND 200	Competency	Yes	No	Work Description/Justification
9	Given a fixed price negotiated contract with GFP accountable to the contract, determine the appropriate disposition of this type of property			
10	Given a in plant observation for receiving, identification, records, storage, consumption, utilization, disposition, and maintenance, evaluate the contractor's method of controlling, protecting, preserving, and maintaining for these functions			
11	Given a in plant observation for receiving, identification, records, storage, consumption, utilization, disposition, and maintenance, evaluate the contractor's method of controlling, protecting, preserving, and maintaining for these functions			
12	Given an opportunity for discussion with Government and/or industry representatives for Property management, debate and evaluate the issues presented by the speaker			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 – BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
1	Identify DoD Life Cycle Management regulations, goals, and procedures.			
2	Identify information technology Life Cycle Management documentation requirements.			
3	Describe the functions of a DoD acquisition strategy and the elements included in an information technology acquisition.			
4	Identify elements of Planning, Programming, and Budgeting System (PPBS).			
5	Describe information technology life cycle budget execution goals and objectives.			
6	Explain the requirements and factors involved in assessing program costs and returns.			
7	Describe the requirements for conducting an economic analysis for an information technology system in the DoD Life Cycle Management process.			
8	Identify examples of the factors included in an economic analysis for an information technology system.			
9	List and explain the steps of a risk management process for an information technology acquisition.			

IRM 101	Competency	Yes	No	Work Description/Justification
10	Explain the types and use of measures/metrics in an information technology acquisition.			
11	Explain the use of teams in managing information technology acquisition programs and the concepts of team building.			
12	Identify the concepts of change management.			
13	Identify higher guidance and information technology goals for strategic planning.			
14	Describe components of an information technology strategic plan.			
15	Describe the requirements development process.			
16	Explain the purpose for tracing and managing the configuration of requirements.			
17	Explain the purpose and at least one method for analyzing alternatives.			
18	Identify and describe basic principles of technical standards as they relate to system development and interoperability.			
19	Describe the integrated architecture framework; the relationships and roles of the DoD operational, systems, and technical architectures; and the impact of these architectures on the information technology acquisition process.			

IRM 101	Competency	Yes	No	Work Description/Justification
20	Identify interoperability terminology, the importance of planning for interoperability in an information technology acquisition strategy, and the conceptual components of an information technology system architecture; and demonstrate the relationship to interoperability.			
21	Define key information technology systems and software engineering terms, concepts, and methodologies.			
22	Explain the purpose for configuration management and at least four configuration management functions.			
23	Identify requirements, methods, and techniques for quality assurance during the system life cycle.			
24	Describe examples of the technical, contractual, and personal issues involved in deploying an information technology system.			
25	Explain at least two information technologies relative to DoD systems development.			
26	Describe information technology systems and methods for facilitating all aspects of program management.			
27	Describe data management technologies and methods for DoD information technology system acquisition programs.			
28	Explain the role, process, and elements of market research in an information technology acquisition.			

IRM 101	Competency	Yes	No	Work Description/Justification
29	Identify the role and elements of electronic commerce in information technology acquisitions.			
30	Define commercial items and non-developmental items, and explain the commercial items acquisition process.			
31	Identify the contents of an information technology acquisition plan and explain where the information can be obtained.			
32	Describe solicitation methods, format, and content and explain the roles of the communications-computer acquisition professional in the solicitation process.			
33	Identify the contents of a statement of work/statement of objectives and list sources that would help in their development.			
34	Explain the role of evaluation criteria in an information technology acquisition.			
35	Describe an information technology source selection process.			
36	Define contract administration and identify the contract administration responsibilities of various Government officials and organizations for an information technology acquisition.			
37	Knowledge of laws, policies, regulations, directives, and guidance impacting DoD IT acquisition, including DoD and service specific IT acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 – INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
1	Apply Federal, DoD, and Service Life Cycle Management regulations and policies to information technology acquisition programs.			
2	Explain the use of Life Cycle Management documentation and acquisition plans in information technology management.			
3	Describe and recommend a DoD information technology acquisition strategy.			
4	Provide information technology life cycle cost data for use in the Planning, Programming, and Budgeting System (PPBS).			
5	Recommend appropriate information technology life cycle budget execution strategies.			
6	Determine appropriate cost and performance analysis methodologies and techniques.			
7	Develop strategies for managing risks in an information technology acquisition.			
8	Choose and interpret appropriate measures/metrics for a specified portion of an information technology acquisition.			

IRM 201	Competency	Yes	No	Work Description/Justification
9	Develop a plan for using teams to manage an information technology acquisition program and demonstrate effective team participation.			
10	Develop a change management plan and demonstrate change management techniques for incorporating information technology into an organization.			
11	Develop information technology goals for strategic planning.			
12	Develop specified elements of an information technology strategic plan.			
13	Review program execution events and information technology strategic plan to determine discrepancies and recommend revisions.			
14	Explain and apply methods and techniques for eliciting and refining requirements.			
15	Apply techniques for tracing and managing the configuration of requirements.			
16	Apply at least one method for analyzing alternatives.			
17	Apply concepts and principles of technical standards in the systems development process.			
18	Analyze and apply architecture concepts and develop information technology acquisition strategies to conform to architecture requirements.			

IRM 201	Competency	Yes	No	Work Description/Justification
19	Analyze the DoD process for achieving interoperability, the interrelationship of interoperability to the information technology acquisition process, and the relationship between interoperability and architecture.			
20	Apply systems and software engineering methodologies and processes in a particular information technology system.			
21	Apply configuration management functions and principles in an information systems acquisition.			
22	Apply quality assurance methods and techniques during all phases of the life cycle.			
23	Explain how software documentation, reports, and test results contribute to quality assurance.			
24	Develop a deployment plan for an information technology system.			
25	Recommend appropriate technical choices from among current information technologies for inclusion in information technology systems, understanding the state-of-the-art and trends in the principal technologies.			
26	Explain methods and techniques for technology insertion.			

IRM 201	Competency	Yes	No	Work Description/Justification
27	Recommend an appropriate technical choice of information technology systems and methods for facilitating all aspects of program management.			
28	Apply data management technologies and methods for DoD information technology system acquisition programs.			
29	Conduct market research for an information technology requirement, assess results, and recommend information technology acquisition strategies.			
30	Explain the impact of implementing electronic commerce in information technology acquisition programs.			
31	Explain the impact and implementation of commercial items and non-developmental items in an information technology acquisition program.			
32	Explain the differences between commercial and non-developmental items acquisition processes and other acquisition methods and processes.			
33	Identify information technology acquisition plan unique strategies and information.			
34	Develop an information technology acquisition plan from information contained in other information technology program documentation.			

IRM 201	Competency	Yes	No	Work Description/Justification
35	Prepare sections of an information technology solicitation.			
36	Write a statement of objectives and a performance statement of work.			
37	Explain information technology solicitation issues.			
38	Identify actions and decisions during the solicitation process that may cause protests, and explain why.			
39	Develop evaluation criteria for an information technology acquisition.			
40	Develop an information technology source selection plan.			
41	Evaluate proposals for an information technology acquisition.			
42	Perform contract administration and identify issues for an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 – ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
1	Assess the impact of laws, regulations, and policies on DoD information technology acquisition programs.			
2	Evaluate information technology Life Cycle Management documentation and implement appropriate changes to program management processes.			
3	Evaluate and justify a DoD information technology acquisition strategy.			
4	Develop a data management strategy for an information systems acquisition.			
5	Evaluate and justify changes to the information technology program budget and reflect appropriate changes in the Planning, Programming, and Budgeting System (PPBS).			
6	Manage information technology life cycle budget execution toward stated goals and objectives.			
7	Analyze the impact of information technology investment performance and relate to information technology capital planning.			
8	Evaluate an economic analysis for an information technology system.			
9	Evaluate strategies for managing risks in an information technology acquisition.			

IRM 303	Competency	Yes	No	Work Description/Justification
10	Devise a measures/metrics process and evaluate the measures/metrics in determining the efficacy of an information technology acquisition program (as a whole).			
11	Analyze a plan for using teams to manage an information technology acquisition program and evaluate team effectiveness.			
12	Evaluate the effectiveness of a change management plan for incorporating information technology in an organization.			
13	Analyze information technology strategic planning goals for adherence to guidance and functional requirements.			
14	Develop and review the strategic plan for adherence to information technology goals, technical feasibility, and resource requirements.			
15	Evaluate recommended revisions to information technology strategic plan and program objectives.			
16	Evaluate a requirements specification for the application of appropriate methods and techniques and to determine how well the specification states the requirements.			
17	Evaluate the role of Business Process Re-engineering (BPR)/Functional Process Improvement (FPI) in the functional requirements process.			

IRM 303	Competency	Yes	No	Work Description/Justification
18	Evaluate requirements traceability and configuration management issues.			
19	Evaluate, recommend, and justify a selected alternative.			
20	Assess, evaluate, and justify appropriate technical standards to support systems development and interoperability.			
21	Evaluate architectures and architecture frameworks for their impact on DoD information technology acquisitions.			
22	Evaluate interoperability concepts for an information technology acquisition, the effectiveness of planning and implementing interoperability in an information technology acquisition, and the design of an architecture which supports interoperability.			
23	Evaluate the applicability of systems and software engineering methodologies and processes.			
24	Evaluate configuration management issues and the application of configuration management in an information systems acquisition.			
25	Evaluate the progress of the system as it relates to quality assurance measurements and initiate changes as required.			
26	Evaluate a deployment plan for an information technology system.			

IRM 303	Competency	Yes	No	Work Description/Justification
27	Analyze recommendations for information technology and select an information technology solution, considering program influences.			
28	Analyze issues and develop strategies for technology insertion.			
29	Analyze the recommendation and select the appropriate information technology system and method for facilitating all aspects of program management.			
30	Analyze the application of data management technologies and methods for DoD information technology system acquisition programs.			
31	Evaluate the recommendations resulting from an information technology market research.			
32	Apply electronic commerce in an information technology acquisition.			
33	Evaluate a recommendation for non-commercial and commercial items acquisition in an information technology acquisition.			
34	Evaluate an information technology acquisition plan for consistency with other organizational and program plans and policies.			

IRM 303	Competency	Yes	No	Work Description/Justification
35	Evaluate an information systems solicitation for consistency among its sections and consistency with other organizational and program documentation and plans, to ensure that the requirements communicated to industry match the system described in program documentation.			
36	Evaluate a statement of objectives and a statement of work for performance-based characteristics.			
37	Develop strategies for dealing with information technology solicitation issues; develop strategies for coping with protests.			
38	Assess evaluation criteria.			
39	Evaluate an information technology source selection plan.			
40	Recommend a source.			
41	Evaluate contract administration issues and recommend solutions.			
42	Knowledge of Information System (IS)/Information Technology (IT) integrated product teams that operationalize Acquisition Reform initiatives and manage IS/IT as a capital investement.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 101 – ACQUISITION LOGISTICS FUNDAMENTALS

LOG 101	Competency	Yes	No	Work Description/Justification
1	Identify the sources of operational requirements and the decision process that governs the acquisition of DoD systems and equipment.			
2	Apply the Integrated Product and Process Development (IPPD) process via the Integrated Product Teams (IPTs).			
3	Identify the systems engineering process as it relates to acquisition logistics within the IPPD environment.			
4	Identify DoD acquisition strategies as they relate to acquisition logistics.			
5	Identify changes underway in the sustainment logistics base and the impact on acquisition logistics.			
6	Identify life cycle cost concepts as they pertain to acquisition logistics.			
7	Identify the acquisition logistician's role in the contracting process throughout the life cycle.			
8	Identify the importance of supportability analyses as an integral part of the systems engineering process.			
9	Recognize a variety of environmental issues and identify a range of requirements and issues that foster understanding of implications on acquisition logistics.			

LOG 101	Competency	Yes	No	Work Description/Justification
10	Distinguish the key concepts of acquisition management that are unique to acquisition logistics.			
11	Identify how the maintenance planning process provides a basis for the establishment of supportability and support element design.			
12	Identify Depot Maintenance and Depot Maintenance Interservicing Processes and the impact on the establishment of a logistics support structure.			
13	Identify the concepts of developmental and operational testing and the logistics activities associated with the planning and conduct of a DoD weapon system test program.			
14	Identity the forms of contractor support and the role of the acquisition logistician.			
15	Identify the management concepts and decision processes which govern acquisition and support of computer resources.			
16	Identify supply support, source coding, and provisioning processes employed during the systems acquisition process.			
17	Predict issues associated with the packaging, handling, storage, and transportation (PHS&T) of systems and equipment.			
18	Identify the process involved in the identification, design, and construction of facilities.			

LOG 101	Competency	Yes	No	Work Description/Justification
19	Identify the purpose, policies, and procedures for the development of technical data in support of systems and equipment.			
20	Distinguish the difference between manpower and personnel requirements, policies, procedures, and documentation, and summarize the key elements of training in support of acquisition logistics.			
21	Identify the policies, procedures, and processes associated with the identification, development, acquisition, and support of support equipment.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

LOG 102 - SYSTEMS SUSTAINMENT MANAGEMENT FUNDAMENTALS

LOG 102	Competency	Yes	No	Work Description/Justification
1	Given the significant policy and technical changes in logistics, identify the organizations responsible for the logistics mission in DoD			
2	Given the scope and depth of factors driving change in the logistics community, identify the major policies, concepts and guiding directions that are expected to shape the DoD logistics process for the foreseeable future			
3	Given current DoD policy guidance to compress supply chain cycles and improve readiness for major weapon systems and commodities, identify the role PBL plays in transforming the sustainment process to improve future logistics support of the DoD warfighter			
4	Given the current DoD policy, identify the potential role of Public-Private Partnering for depot maintenance and other logistics support in a Performance Based Logistics environment			
5	Given the significant impact of support strategy decisions on reducing total ownership cost during all phases of weapon system and equipment acquisition and sustainment, identify the policies, programs and major management influences that shape performance and cost reduction initiatives during the total life cycle.			

LOG 102	Competency	Yes	No	Work Description/Justification
6	Given the explanation of the role of supply chain management in DoD weapon system support, recognize the definitions of SCM and the different perspectives of how SCM can be viewed			
7	Given the performance objectives of alternative supply chain strategies and the key elements that drive supply chain performance, recognize the effects of product demand and material supply approaches in selecting the appropriate supply chain strategy to meet performance objectives.			
8	Given the SCOR model, identify the reasons for business reference models and the major supply chain management processes in terms of the SCOR model			
9	Given the requirement to implement modern supply chain management across all segments of the DoD logistics process, identify the planning elements and best commercial practices of supply chain management			
10	Given the requirement to implement modern supply chain management across all segments of the DoD logistics processes, identify materiel requirements concepts and materiel retention issues, recognizing the need to plan for inventory control in uncertain environments			
11	Given the need to accomplish effective sourcing in a supply chain, identify the key elements in the development of a sourcing strategy, effectively implementing the strategy, and key current best commercial sourcing management practices			

LOG 102	Competency	Yes	No	Work Description/Justification
12	Given the structure of the supply chain, identify the role of the maintenance/repair process in the DoD supply chain			
13	Given the description of the interfaces between supply and maintenance functions in the DoD supply chain, recognize the major process relationships essential for effective and efficient logistics support			
14	Given the impact of new information management concepts and enabling technologies, define the functions of order fulfillment within the supply chain, and the issues and solutions that are available			
15	Given the factors that influence choices on an appropriate end-to-end distribution process design, identify the range of alternatives in order fulfillment, transport services network design and distribution.			
16	Given a description of the sources and importance of supply chain information and measurement systems, identify key metrics that permit tracking and management of supply chain performance			
17	Given the broad range of technology enablers with potential DoD application, describe representative data collection, information and communication technologies and their role in facilitating the purchasing, movement, repair and storage of material			
18	Given the requirement to implement supply chain management as part of DoD's transformation initiative, identify the concepts and current practices of supply chain quality management			

LOG 102	Competency	Yes	No	Work Description/Justification
19	Given key U.S. environmental policy and regulatory drivers, identify environmentally related requirements, issues and impacts on DoD logistics processes and organizations			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 201 – INTERMEDIATE ACQUISITION LOGISTICS

LOG 201	Competency	Yes	No	Work Description/Justification
1	Given access to DoD policy guidance (DoD 5000.1 and 5000.2-R), summarize emerging concepts and define their impact on acquisition logistics.			
2	Utilize the requirements analysis element of the systems engineering process to establish supportability-related requirements.			
3	Given access to a market investigation, analyze technical performance characteristics to determine supportability impacts to a proposed acquisition strategy.			
4	Recommend changes necessary to improve supportability test planning.			
5	Analyze maintenance planning variables from a best value perspective, and identify how Reliability and Maintainability performance parameters will impact the maintenance plan.			
6	Given access to a system acquisition and a sparing-to-availability model, develop an optimum maintenance concept that impacts quality of spares and life cycle costs for logistics support.			
7	Analyze the manpower and personnel issues that impact Human Systems Integration (HSI), as it relates to the systems engineering process.			

LOG 201	Competency	Yes	No	Work Description/Justification
8	Distinguish between models and simulations and identify how they will enhance capabilities to perform logistics planning throughout the acquisition life cycle. Identify the value of Simulation Based Acquisition to logistics planning.			
9	Using the Performance Based Logistics concept, develop a Performance Based Work Statement to ensure product support is planned and provided.			
10	Develop the support related section of the Request for Proposal with emphasis on the relationship of sections C, L and M to a best value solution.			
11	Given access to a system acquisition, assess, analyze, and develop the life cycle cost estimate, using the CAIV concept, for the Program Manager's (PM) program documentation.			
12	Given access to a system acquisition, analyze risk management areas for logistic support and provide recommendations to the PM in the form of a Support Strategy.			
13	Recognize impacts of a chosen acquisition strategy (Commercial Item, Non-Developmental Item, Developmental Item and/or combinations) on development of acquisition logistics requirements to include contractual documents and formats.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 203 – RELIABILITY AND MAINTAINABILITY

LOG 203	Competency	Yes	No	Work Description/Justification
1	Describe what reliability can mean from the perspective of an operator, maintainer, or engineer.			
2	Describe the interrelationships of reliability and maintainability (R&M) and supportability.			
3	Describe how user requirements are translated into qualitative and quantitative R&M parameters.			
4	Describe the capabilities and limitations of R&M predictions in developing support requirements.			
5	Describe the relationship between R&M testing and risk management.			
6	Describe how manufacturing variability reduction affects field reliability.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 204 – CONFIGURATION MANAGEMENT

LOG 204	Competency	Yes	No	Work Description/Justification
1	Given a specific situation, correctly relate the role and interrelationships of the key elements of Configuration Management (CM) (e.g., CM Planning, Identification, Status Accounting, Audits, Control, and Data Management.)			
2	Provided a scenario, distinguish the role of CM in the Systems Engineering (SE) Process.			
3	Given a case exercise, explain how CM concepts, definitions, principles, and applications are applied within the system life cycle.			
4	Given a scenario, identify Configuration Items and interfaces for a proposed system.			
5	Given a scenario, identify, determine, and analyze CM data requirements.			
6	Given a scenario, build a status accounting system.			
7	Given a set of alternatives, differentiate among Functional and Physical Configuration Audits (FCA/PCA) and technical reviews.			

LOG 204	Competency	Yes	No	Work Description/Justification
8	Given a scenario, control the configuration of a system throughout its life cycle, including: • Develop, assess and justify an Engineering Change Proposal (ECP)/Request for Deviation (RFD) • Review an ECP/RFD and recommend actions for the configuration manager • Determine the implementation method for a change			
9	Given a scenario, prepare/review System CM documentation.			
10	Given a scenario, select performance metrics to manage a CM program.			
11	Given a scenario, develop and review a CM plan for a Contractor and a Government program office.			
12	Given a scenario, develop a structure for a CM program.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

LOG 235 - PERFORMANCE BASED LOGISTICS

LOG 235	Competency	Yes	No	Work Description/Justification
1	Identify the role PBL plays in the acquisition and sustainment process when given current DoD policy guidance			
2	Summarize the major factors influencing program support strategies when given the characteristics of sample acquisition and sustainment programs			
3	Identify weapon system program characteristics to consider when tailoring the PBL approach to a program, given current DoD policy guidance.			
4	Describe the major components influencing PBL support strategies when given the characteristics of Performance-Based Logistics Support concepts.			
5	Identify the capabilities required to enhance the integration and application of commercial items and related best practices to military requirements when given the evolving DoD policy, guidance, and emphasis and emphasis on use of commercial items and processes			
6	Recognize the requirements for structuring an effective business relationship, given current DoD policy guidance			
7	Distinguish between the system design characteristics of reliability, maintainability, and supportability and related concepts and processes when given a set of questions.			

LOG 235	Competency	Yes	No	Work Description/Justification
8	Describe the purpose of Continuous Modernization in terms of the potential logistics impacts of technology insertions or upgrades for legacy systems when given the benefits of continuous modernization			
9	Identify the system sustainment management process when given an example			
10	Describe the processes for technology insertion or upgrades for acquisition programs when given the benefits of Continuous Modernization.			
11	Describe the processes for technology insertion or upgrades for acquisition programs when given the benefits of Continuous Modernization.11.0 Describe the role of business case analysis when given the transition to new business practices within the Department of Defense			
12	Describe the role of Business Case Analyses (BCAs) in the application of PBL strategies when given OSD guidance on implementing PBL			
13	Describe supply chain management concepts and discuss how emerging private sector and DoD SCM strategies can be used for implementing SCM within the DoD when given the instruction.			
14	Describe the major factors that comprise the development, selection, and application of supply chain metrics in a supply chain strategy			
15	Describe the synergism of PBL and supply chain management tailored to meet the performance requirements of the warfighter when given the tenets of PBL strategies			

LOG 235	Competency	Yes	No	Work Description/Justification
16	Describe the purpose, procedures, and intent of configuration management in a Performance Based Logistics (PBL) environment when given DoD weapon system support requirements			
17	Identify the principles and concepts involved in implementation of logistics enterprise integration when given current DoD policy guidance.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 304 – EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT

LOG 304	Competency	Yes	No	Work Description/Justification
1	Identify the acquisition system and distinguish the role of the acquisition logistician.			
2	Identify Integrated Product and Process Development through IPTs.			
3	Analyze the role of the acquisition logistician in the overall systems engineering process.			
4	Distinguish reliability, maintainability, and availability (RM&A) measurements and characteristics and relate RM&A in the systems engineering process.			
5	Identify and apply DoD policies to relevant contractual issues.			
6	Identify the implications of eliminating Government specifications and standards for private industry and the Department of Defense.			
7	Given an Operational Requirements Document (ORD), outline and defend the system supportability characteristics for the Request for Proposal (RFP) and the Test Evaluation Master Plan (TEMP), and the rationale for support-related testing.			
8	Analyze environmental, safety, and health (ESH) impacts on the logistics supportability of a weapons system acquisition program.			

LOG 304	Competency	Yes	No	Work Description/Justification
9	Given source selection criteria relevant to acquisition logistics issues, determine strategies for final award in accordance with appropriate FAR and DFARS references.			
10	Given an ORD, analyze logistics programs requirements and thresholds established for each of the HSI domains (manpower, personnel, training, human factors, system safety, health hazards, and survivability).			
11	Apply ethical considerations to various negotiation situations.			
12	Apply methods to incentivize and motivate contractor performance in achieving logistic requirements.			
13	Analyze the logistics and contracting issues concerning the use of commercial and non-developmental items in weapons system acquisitions.			
14	Analyze a major weapons system solicitation and contract award document.			
15	Identify Foreign Military Sales support considerations and Foreign Sourced Materiel considerations.			
16	Given a system and scenario and reference materials, choose possible software tools to enhance support.			

LOG 304	Competency	Yes	No	Work Description/Justification
17	Given the current preference for re-invention of Government, re-engineering logistics functions, and the changing DoD business environment, critique all weapons system sustainment alternatives to include maintenance concepts, source of support, and post-production support.			
18	Given a joint program, identify the organizational structure, technical issues, and joint requirements as an alternative concept aimed at maximizing jointness and savings.			
19	Create and defend an acquisition logistics budget position.			
20	Given a scenario calling for a series of major technology insertions (product improvements) into an existing, deployed, major system, identify the logistics implications.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 250 – PROGRAM MANAGEMENT TOOLS COURSE

PMT 250	Competency	Yes	No	Work Description/Justification
1	Produce appropriately tailored program and contract WBSs based upon information provided on a defense acquisition program.			
2	Conduct risk assessments as part of the risk management process.			
3	Apply decision analysis in the selection of risk handling options, and fold those options into a detailed Integrated Master Plan (IMP).			
4	Propose organizational structures to manage risk.			
5	Apply risk management software to manage risk, including such activities as tracking, rating and handling risk events, identifying the program critical path, and determining the probabilities of program completion dates and costs.			
6	Using appropriate software, construct a detailed integrated master schedule based on program goals and objectives, identified risk, and the integrated master plan.			
7	Develop an Acquisition Program Baseline (APB).			
8	Comprehend and apply basic cost estimating techniques/tools to cases involving management decisions (e.g., contractor versus government logistics support).			

PMT 250	Competency	Yes	No	Work Description/Justification
9	Apply CAIV principles in developing a cost estimate for an ACAT III project/program.			
10	Develop one, two, and six year budget estimates to support current year, POM, and budget year requirements as part of the PPBS.			
11	Understand how and when to employ constant year estimates, then-year estimates, as well as appropriate indices.			
12	Perform the major contract planning considerations for an upcoming acquisition.			
13	Perform major contracting post award activities.			
14	Apply earned value management (EVM) policies, methodologies, and software for performance measurement of DoD programs.			
15	Understand the Integrated Baseline Review (IBR) process.			
16	Apply analytical and evaluative techniques to determine effective program strategies when EVM indicators are yellow and/or red.			
17	Reinforce IPT building, maintenance, and open communications with contractors and supporting agencies throughout the program.			
18	Perform project analysis and evaluation through research of policy, regulations, and best practices, and document that activity in issue paper format for decision-makers.			

PMT 250	Competency	Yes	No	Work Description/Justification
19	Within the IPT environment, develop metrics for teams to detect initial signs of problems that require management and decision maker attention.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 352 – PROGRAM MANAGEMENT OFFICE COURSE

PMT 352	Competency	Yes	No	Work Description/Justification
1	Describe the impact, roles and opportunities of the Department of Defense (DoD) Science & Technology Process (e.g., Advanced Concept Technology Demonstrations (ACTD) and Advanced Technology Demonstrations (ATD)).			
2	Analyze the requirements process and its impact on the acquisition process, especially in regards to Mission Need Statement (MNS), Operational Requirement Document (ORD), Capstone Requirement Documents (CRD), and Acquisition Program Baseline (APB).			
3	Team with user(s) to translate and refine requirements, develop plans and implement appropriate strategies.			
4	Develop an acquisition strategy in compliance with existing policy and guidelines.			
5	Apply Market Research techniques to determine commercial product availability and applicability.			
6	Originate tailored, value added, program documentation (e.g., Acquisition Program Baseline, Risk Management Plan, budget estimates, Software Acquisition Plan, application of commercial best practices).			

PMT 352	Competency	Yes	No	Work Description/Justification
7	Determine the impact of information technology and processing on program and program office operations (e.g., electronic digital environment (IDE), electronic commerce/electronic data interchange, real-time analysis, imaging, communications).			
8	Identify the policies and procedures for international cooperation and sales (potential and actual) on a program acquisition strategy and funding required for an international cooperative program.			
9	Evaluate environmental protection, environmental security and pollution prevention legislation and policies and determine their impact on the program acquisition strategy.			
10	Evaluate and plan for system final disposition.			
11	Conduct production/modification planning as part of a program strategy when production is expected.			
12	Determine likely cost, schedule and technical risks; select appropriate risk handling options and metrics.			
13	Employ acquisition strategies that are characterized by progressively defining requirements and associated design solutions based on evolving user needs.			

PMT 352	Competency	Yes	No	Work Description/Justification
14	Evaluate and manage a systems engineering process to translate requirements into integrated design solutions, ensuring that solutions both meet current requirements and facilitate the incorporation of new technologies and capabilities to meet future needs.			
15	As design and development proceed, apply appropriate analysis and control tools to evaluate alternatives, measure progress, and document design decisions to ensure system prototype deliveries reflect a best-value balance among cost, schedule, and performance.			
16	Apply appropriate program security techniques (to include information assurance/program protection/National Critical Infrastructure Protection planning, methods and techniques) to a program.			
17	Describe and analyze the software development and acquisition process.			
18	Evaluate, select and apply government and commercial tools and techniques for estimating, measuring, and predicting software cost, schedule and quality.			
19	Plan and execute a Test and Evaluation Program.			
20	Evaluate the benefits, limitations and tradeoffs of modeling, simulation and prototyping as tools supporting the program life cycle.			

PMT 352	Competency	Yes	No	Work Description/Justification
21	Apply interoperability to acquisition program development and execution.			
22	Recognize the role of Congress and its interaction/interface with DoD with regard to the budget, requirements, acquisition, and personnel processes for the management and execution of acquisition programs.			
23	Evaluate the impact of competition, small business and partnering throughout the acquisition life-cycle. Ensure related plans are consistent with latest statutory and regulatory guidance, and best commercial practices.			
24	Compare and contrast government and commercial buying practices and identify potential impacts on program management.			
25	Analyze a defense contractor's working capital management, sources of funding and cost of capital to include the contractor's cash flow issues, cost accounting, cost-volume-profit and capital investment analysis.			
26	Develop and justify programs and budgets IAW the Planning, Programming & Budgeting (PPBS) process.			
27	Apply principles of contract and fiscal laws and regulations (e.g., the Anti-Deficiency Act, procurement integrity, and the specific purpose statutes) as they pertain to development of program funding, contracts, and strategies.			

PMT 352	Competency	Yes	No	Work Description/Justification
28	Explain the benefits of Alternative Dispute Resolution and other techniques for resolving and avoiding disputes and litigation; partnering and other pre-planed dispute avoidance procedures.			
29	Determine the affordability of a program in terms of life cycle cost (i.e., total ownership cost (TOC)).			
30	Evaluate and determine the impact of contract type and contract payment methodologies (including the shift to performance based financing) on the contractor and the program.			
31	Develop an acquisition strategy team with appropriate government (e.g., DCMA, functional representation) and contractor participation, for contract preparation through program close-out.			
32	Originate a complete solicitation that effectively communicates the government's requirements, acquisition strategy and factors for award.			
33	Select the "Best Value" contractor. Evaluate techniques employed to utilize contractor past performance in contract award.			

PMT 352	Competency	Yes	No	Work Description/Justification
34	Develop evaluation criteria and source selection plan, and evaluate proposals received in response to a solicitation. Apply the techniques of pricing, fact-finding, data analysis (including determining industry capability relative to the solicitation).			
35	Maintain an adequate program funding profile to meet design and stable production requirements.			
36	Develop tailored support analysis, to influence the design and determine sustainability requirements.			
37	Evaluate acquisition logistics functions and documentation needs over a system's life cycle, including commercial production and support.			
38	Assess the sustainability aspects of commercial and non-developmental items (NDI), out-of-production parts, and diminishing manufacturing resources. Include the component/system evaluation and the configuration management of the system.			
39	Plan and direct site surveys to assess locations for installation of software, hardware, and telecommunications.			
40	Apply methods to increase the use of Prime Vendor/Virtual Prime Vendor, Vendor-Managed Inventory, Direct Vendor Delivery and Time-Definite Delivery. Include DLA capabilities as part of the analysis.			

PMT 352	Competency	Yes	No	Work Description/Justification
41	Understand the administrative and programmatic requirements of the DoD oversight and review structure, to include OSD and Joint Staffs, Component HQ staffs, the Milestone Decision Authority (MDA) and Program Executive Office (PEO) (as applicable).			
42	Determine the impact of external reviews and audits on programs.			
43	Apply appropriate methodologies and metrics to assess program's health and readiness, develop and present alternatives as program requirements or cost, schedule, performance change. Update performance, schedule, and cost in the acquisition program baseline.			
44	Apply the principles of earned value management methods and tools to assess a program including the establishment of an integrated baseline; gauging progress against the baseline to identify and quantify cost, schedule and technical problems.			
45	Develop the ability to apply DoD public relations policy when a program is impacted by non-DoD influences.			
46	Recognize the requirements, processes and program impacts of external reporting of cost/schedule status (e.g., Defense Acquisition Executive Summary (DAES), Selected Acquisition Reports (SAR), etc.)			

PMT 352	Competency	Yes	No	Work Description/Justification
47	Demonstrate leadership in a program office through effective interpersonal, managerial, and organizational skills.			
48	Lead the program team in effective integration of functional elements.			
49	Enhance communication skills in the areas of negotiation, writing, and decision briefing.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 101 – PRODUCTION, QUALITY AND MANUFACTURING FUNDAMENTALS

PQM 101	Competency	Yes	No	Work Description/Justification
1	Given a scenario, identify IPT/IPPD functions and the input of manufacturing and quality required to meet the user's needs through integrated planning.			
2	Given choices, correctly identify the basic criteria and elements of a manufacturing and quality assurance system.			
3	Given various scenarios and problems, correctly apply mechanics of problem-solving tools and perform required calculations.			
4	Given various selections, correctly recognize the outputs of various electronic tools.			
5	Given various scenarios, correctly identify the policies and procedures for avoiding improper business practices and conflicts of interest.			
6	Given choices, correctly distinguish the role of manufacturing and quality in the Source Selection Process in an IPT environment.			
7	Given choices, correctly identify the basic elements of the contract administration functions relative to manufacturing and quality assurance.			
8	Given choices, identify the DoD acquisition process for conducting industrial capability analysis.			

PQM 101	Competency	Yes	No	Work Description/Justification
9	Given choices, identify the DoD risk management process.			
10	Given the elements and various Environmental, Safety and Health (ESH) laws and regulations, determine the impacts they have on production and quality management.			
11	Understand the requirements of a basic quality system per the 5000 and the role of the ISO 9000:2000.			
12	Given a scenario, understand the purpose and conduct of production readiness reviews.			
13	Given choices, identify basic lean manufacturing principles and tools.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 201 – INTERMEDIATE PRODUCTION, QUALITY AND MANUFACTURING

PQM 201	Competency	Yes	No	Work Description/Justification
1	Relate the impact of the on-going acquisition initiatives to the current life cycle and production and quality management concerns.			
2	Apply knowledge of the purpose, policy and procedures for conducting Market Research.			
3	Provide inputs to prepare the following sections of a Request for Proposal (RFP) for a major weapon system: (a) C (Performance Specification, Statement of Objectives); (b) E (Contract Quality Requirements); (c) L (Instructions to Offerors); and, (d) M (Evaluation factors for award).			
4	Describe the elements of a good manufacturing plan.			
5	Develop the type of information required and apply the processes involved in creating a Work Breakdown Structure, a bill-of-materials, a parts list, route sheets, operations process charts, and manufacturing plans.			
6	Describe the principles, concepts, benefits, and practices associated with Lean Manufacturing.			
7	Recognize the concepts of quality function deployment (QFD).			

PQM 201	Competency	Yes	No	Work Description/Justification
8	Distinguish between the definitions of product key characteristics and process key characteristics.			
9	Given a bill-of-materials, manufacturing plan, contract schedule, approved progress payment requests, and the results of a physical inventory count following the manufacturing plan, analyze the contractor's production progress and make a recommendation regarding continuing progress payments.			
10	Recognize and apply the different methods of estimating costs, such as, the comparison methods, engineering method, and learning curves.			
11	Describe the policies and procedures governing the use of progress payments as a means of contract financing.			
12	Describe the fundamental elements of a production management system, and describe the concepts of control systems as they relate to production and quality management.			
13	Given access to a system acquisition, assess the effectiveness of Quality Assurance and Manufacturing systems and processes IAW DoDD 5000.1, DoD 5000.2-R, DRARS MMAS, and Non-Government quality standards.			
14	Recognize whether a quality system meets the requirements of an effective basic quality system.			

PQM 201	Competency	Yes	No	Work Description/Justification
15	Recognize other quality assurance and manufacturing concepts and practices, such as JIT, the theory of constraints, and MRP/MRP II systems.			
16	Describe and apply the activities associated with the various quality audit techniques.			
17	Identify the basic concepts relating to the control of nonconforming products.			
18	Recognize the concepts of Design of Experiments, and the Taguchi Loss Function.			
19	Given the output from a statistical process control system and knowledge of required system specifications, perform a process capability and process performance analysis and identify actions to be taken to improve process performance and reduce the amount of non-conforming produce.			
20	Recognize the policies and procedures for avoiding improper business practices and conflicts of interest IAW Government standards of conduct.			
21	Describe the principles and tools of variation reduction to include statistical process control and Six Sigma.			
22	Be able to plan and participate in a production/manufacturing readiness review.			
23	Describe the elements of an integrated supply chain.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 – ADVANCED PRODUCTION, QUALITY AND MANUFACTURING

PQM 301	Competency	Yes	No	Work Description/Justification
1	Assess risk management policy in DoD acquisition regulations and how it relates to acquisition reform.			
2	Outline the risk management process.			
3	Construct examples of risk assessment techniques.			
4	Point out typical risk areas where risk events may occur, causing deviation from an Acquisition Program Baseline.			
5	Evaluate the application of a hypothetical Risk Management Process and recommend improvements to the process to mitigate a program's risk within an Integrated Product and Process Development (IPPD) / Integrated Project Team (IPT) environment.			
6	Review and compare the different definitions of quality and how they apply to the acquisition of DoD weapons systems.			
7	Analyze the Cost of Quality Model.			
8	Assess the four cost areas associated with the Cost of Quality Model and be able to apply to any acquisition program.			
9	Examine and apply the requirements specified in DoD 5000.2-R, 5.2.3, Quality and demonstrate how to apply these requirements in a program office setting.			

PQM 301	Competency	Yes	No	Work Description/Justification
10	Evaluate ISO-9000.1994 (series) and ISO-9000.2000 (series) as basic quality management systems.			
11	Compare and contrast the advantages of ISO-9000.2000 over ISO-9000.1994 in DoD.			
12	Examine the advantages and disadvantages of using warranties with Advanced Quality Management Systems as stated in DoD 5000.2R, section 2.9.3.7.			
13	Develop the inputs and outputs of the Systems Engineering Process (SEP). Examine the input and output of each step of the Systems Engineering Process (requirements analysis, functional analysis and allocation, synthesis, and systems analysis and control).			
14	Analyze the major characteristics of an IPT.			
15	Construct a maturity matrix for each of the major characteristics of an IPT.			
16	Examine the overall concepts and purpose of value stream mapping.			
17	Discuss how to select, bound, and assign responsibility, for mapping a value stream.			
18	Understand common symbols and methods that are used to physically create a current state value stream map.			

PQM 301	Competency	Yes	No	Work Description/Justification
19	Apply selected questions regarding major aspects of Lean Manufacturing (among them take time, flow and pull) to identify potential improvements to the current state value stream.			
20	Understand how to use the established symbols and identified potential improvements to create a future state value stream map.			
21	Evaluate the need for Business Process Reengineering using Information Technology in business and manufacturing corporations to make them effective and efficient in today's market.			
22	Compare and contrast the enabling role of Information Technology on Business Process Reengineering.			
23	Assess the essential elements of Supply Chain Management.			
24	Compare and Contrast mass production versus mass customization.			
25	Evaluate the benefits of Cycle Time Reduction.			
26	Compare and contrast various computerized systems that support the manufacturing/ business process.			
27	Analyze the benefits associated with Networked Organizations and Virtual Corporations on market share and competitiveness.			
28	Apply the concepts of key characteristics, producibility and process engineering.			

PQM 301	Competency	Yes	No	Work Description/Justification
29	Evaluate the relationships between Systems Engineering and Integrated Product/Process Development (IPPD) as practiced by private industry and the Government.			
30	Examine the general concepts and guidelines behind the Theory of Constraints/ Synchronous Manufacturing.			
31	Apply selected TOC methods to identify and reduce constraints in production and other operations.			
32	Explain similarities and differences between TOC and Lean Manufacturing.			
33	Review the definitions of lean production.			
34	Examine the Lean Aerospace Initiative (LAI) and LAI's Lean Enterprise Model.			
35	Analyze the characteristics of Lean Design Production principles.			
36	Evaluate the impacts of Lean Production on Department of Defense Programs.			
37	Construct the basic steps required to conduct a Design of Experiment.			
38	Analyze how DOE can be employed during design, manufacturing, and quality assurance in an IPT environment.			
39	Assess the relationship of DOE to key characteristics, and key manufacturing processes.			
40	Demonstrate the steps necessary to construct a House of Quality.			

PQM 301	Competency	Yes	No	Work Description/Justification
41	Derive the outputs for the House of Quality for a product or service. Evaluate how QFD could be used in the IPT environment and be integrated with other analytical tools.			
42	Examine the key elements of the National Technology and Industrial Base (NTIB).			
43	Point out the USD (A&T) Civil-Military Integration (CMI) vision.			
44	Review current industrial capability issues, such as those created by the defense downsizing and acquisition reform.			
45	Evaluate policy initiatives regarding industrial capabilities required by DoD and how these requirements may be met using one integrated industrial base.			
46	Predict the implications of integrating COTS/NDI and best commercial practices.			
47	Assess industrial capability program risks, and apply appropriate risk management tools.			
48	Analyze contractor unique approaches to the development and deployment of production and QA systems and processes.			
49	Evaluate the effect of a contractor's manufacturing/QA approach on the government.			

PQM 301	Competency	Yes	No	Work Description/Justification
50	Analyze and describe the five major ESH issues contained in sub-sections of Section 4.3.7 of DoD Regulation 5000.2-R (e.g., 4.3.7.1 - National Environmental Policy Act (NEPA), 4.3.7.2 - Environmental Compliance, 4.3.7.3 - System Safety and Health, 4.3.7.4 - Hazardous Materials, and 4.3.7.5 - Pollution Prevention).			
51	Justify the aspects of initiating and maintaining a programmatic ESH evaluation required in Section 3.3.7 of DoD Regulation 5000.2-R and how it relates to the systems engineering process with particular emphasis on how materials and industrial process impact life cycle costs.			
52	Argue some of the proven and accepted methods, tools, and techniques program technical managers can use to identify, analyze, and mitigate ESH risks throughout the life cycle of their weapon systems and make informed decisions based on ESH Life Cycle Cost considerations.			
53	Assess current trends in the manufacturing/QA career field.			
54	Analyze current acquisition policies and initiatives that impact manufacturing/QA.			
55	Apply the systems engineering process to the generation of derived manufacturing requirements and the analysis of manufacturing processes and operations.			

PQM 301	Competency	Yes	No	Work Description/Justification
56	Examine the general characteristics of a major data base students can access to support manufacturing and QA decisions Program Managers Work Station (PMWS).			
57	Demonstrate ability to access PMWS electronic database.			
58	Show ways in which manufacturing and quality assurance personnel can use this database.			
59	Measure the interrelationships of the inputs and outputs of electronic tools in reducing program risks.			
60	Examine various advanced manufacturing techniques currently in use or being developed by industry worldwide.			
61	Compare and contrast best manufacturing practices being utilized with the advanced manufacturing techniques.			
62	Evaluate the impacts of advanced manufacturing techniques on defense acquisition programs.			
63	Examine several core ethical values.			
64	Point out the relationship between values and behavior. Validate the GKC model to assess program related ethical decisions.			

PQM 301	Competency	Yes	No	Work Description/Justification
65	Examine the technical concepts such as EDI, PDM and VPNs that are enabling manufacturing enterprises to move toward virtual enterprises, distributed supply chains, and collaborative distributed engineering and manufacturing.			
66	Point out how the Internet/WWW is enabling the move toward "Agile" manufacturing.			
67	Evaluate U.S. government policy concerning e-commerce, to include the DoD Integrated Digital Environment Initiative.			
68	Apply E-commerce concepts to daily work operations.			
69	Evaluate how Internet technology can change an organization's business strategy.			
70	Evaluate how the WWW is changing business and technical processes.			
71	Evaluate how information technology may be employed within the government.			
72	Understand the lean philosophy of operations management.			
73	Be able to perform an advanced exercise of root cause analysis.			
74	Understand how to integrate various aspects of operations management, e.g. quality, scheduling, innovation and human resource management.			

PQM 301	Competency	Yes	No	Work Description/Justification
75	Examine the general characteristics of a fourth generation Collaborative Engineering Work Environment (CEWE).			
76	Demonstrate an ability to access and perform work in the above CEWE.			
77	Show ways in which manufacturing and quality assurance personnel can use a CEWE environment.			
78	Measure the effectiveness of a CEWE in reducing program risks.			
79	Be able to recognize and define a Six Sigma process.			
80	Develop and plan for the major business and technical elements needed for a Six Sigma implementation.			
81	Apply basic Six Sigma calculations and flow analysis to a manufacturing process.			
82	Explain key activities for each phase and how they may be tailored to meet the various situations of particular programs.			
83	Explain key management issues associated with the use of common acquisition strategies on software-intensive systems.			
84	Determine management issues associated with the software development paradigms. Summarize key issues associated with the use of commercial and international software development standards.			

PQM 301	Competency	Yes	No	Work Description/Justification
85	Summarize key Federal and DoD metric policies and standards.			
86	Evaluate the most common categories of software metrics.			
87	Discuss key factors which influence the choice and application of specific software acquisition management metrics.			
88	Relate software process maturity to software quality. Assess a given set of software metrics.			
89	Explain why the determination and measurement of software product quality can be particularly difficult.			
90	Describe the role of key management processes (Inspections, Formal Methods, Process Maturity, etc.) in software quality.			
91	Outline the key components of an effective Software Quality Assurance (SQA) program.			
92	Discuss SQA activities that might be used on a project.			
93	Describe the key differences between Traditional Cost Accounting and Activity Based Costing.			
94	Explain why Activity Based Costing is an enabler of Lean Manufacturing, while Traditional Cost Accounting may inhibit Lean implementation.			
95	Understand the types of Computer Modeling and Simulation technologies currently available to the Production/Manufacturing manager.			

PQM 301	Competency	Yes	No	Work Description/Justification
96	Critique the advantages and disadvantages of using computer simulations in dealing with production operation issues.			
97	Evaluate the interrelationship of the inputs and outputs of factory simulation and other models to optimize factory capacity, flow and bottlenecks.			
98	Create performance-based statements of objectives and incentives for manufacturing support.			
99	Analyze and apply past performance in structuring of a solicitation.			
100	Evaluate current, market-ready commercial practices with end-to-end visibility of inventory.			
101	Evaluate software engineering principles and how they apply through the acquisition life cycle.			
102	Know demilitarization requirements to assure resale of surplus material eliminates potential of hazardous/safety incidents.			
103	Know and understand agile manufacturing.			
104	Evaluate adequacy of contractor manufacturing capabilities.			
105	Describe the basic elements of a Lean Enterprise.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

SAM 201 - INTERMEDIATE SOFTWARE ACQUISITION MANAGEMENT

SAM 201	Competency	Yes	No	Work Description/Justification
1	Given background materials on ISAM course competencies and DoD Acquisition environment, relate ISAM lesson topics to individual learning needs and describe the typical roles played by software management professionals.			
2	Given materials on applicable Federal laws and DoD acquisition policies, determine legal and policy requirements that apply to a given software-intensive system.			
3	Given programmatic documentation for a given software-intensive system, justify appropriate risk handling methods for that system.			
4	Given software-intensive system requirements and current DoD policies, assess the impacts of DoD interoperability policies, requirements, applicable architectures and open systems concepts on the acquisition, development, and support of a software-intensive system.			
5	Given descriptions of acquisition strategies, issues, risks, software-intensive system, select an appropriate acquisition strategy over the life cycle of the system; select an appropriate software development paradigm within that strategy; explain how modeling, simulation, and prototyping help with this process.			

SAM 201	Competency	Yes	No	Work Description/Justification
6	Given a notional software-intensive system, describe software information assurance requirements appropriate to the overall development and acquisition of that system.			
7	Given a software-intensive system within an application domain, select appropriate software requirements management methodologies and techniques.			
8	Given system requirements and a software application domain, assess life cycle impacts and risks of using COTS and NDI/GOTS as part of computer resource planning and support.			
9	Given a software-intensive system in the latter stages of development, identify key issues for deploying it, transitioning its maintenance, and disposing of it.			
10	Given requirements documents, acquisition strategy information, risk assessments, and other programmatic documentation for a software-intensive system, develop a feasible build plan for the system.			
11	Given information about a software-intensive system, identify software safety and reliability issues for the system.			
12	Given programmatic documentation and project-specific measurement data for a software-intensive system, select and analyze performance measures appropriate to the system's acquisition life cycle; appraise tools and techniques available to the program office for planning, measuring and predicting software development, quality and process maturity.			

SAM 201	Competency	Yes	No	Work Description/Justification
13	Given a software-intensive system and a systems-level acquisition strategy, choose key practices considered essential to contracting for such a system; and identify key activities, tasks, and criteria considered essential for effective proposal evaluation and selection of the best-qualified contractor for that system.			
14	Given knowledge of the software cost and schedule cost estimating process, assess techniques that can be used in preparing cost and schedule estimates for software-intensive systems.			
15	Given various cost estimating tools and summary information about a software-intensive system, develop an initial cost and schedule estimate for that system.			
16	Given cost estimation tools and preliminary software development cost and schedule estimates for a software-intensive system, justify an appropriate "should cost" estimate for that system.			
17	Given previous instruction on software testing and a software-intensive system, assess software and system test processes for effectiveness.			
18	Given a software-intensive system, select software configuration management activities and issues that are appropriate to the various development phases of a software-intensive system.			
19	Given a software-intensive system and a draft software development plan, analyze the plan for sufficiency and coverage of project-specific software acquisition and development issues.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

SAM 301 - ADVANCED SOFTWARE ACQUISITION MANAGEMENT

SAM 301	Competency	Yes	No	Work Description/Justification
1	Summarize the course goals and curriculum content.			
2	Assess SAM301 education experience			
3	Assess the benefits and limitations that implementing a standards based architecture brings to the acquisition strategy for an software intensive system			
4	Assess interoperability issues and their impacts on software acquisition.			
5	Apply data administration and management elements, initiatives, methods, and technologies to an information systems acquisition programs.			
6	Summarize the strengths and weaknesses of incorporating software product reuse and Commercial Items products into the acquisition strategy of an information intensive system.			
7	Evaluate the impact of security, safety and integrity requirements on the development of an acquisition strategy for software intensive systems.			
8	Critique the contention that a software crisis exists and current strategies for addressing the crisis.			
9	Evaluate the impact of Congressional and Federal acquisition reform initiatives on acquisition management for software intensive systems.			

SAM 301	Competency	Yes	No	Work Description/Justification
10	Plan for the conduct of the capstone Advanced Software Acquisition Management exercise presentation.			
11	Evaluate a software acquisition methodology for its ability to support an acquisition strategy.			
12	Evaluate the impact of selected technologies on the acquisition and development of software intensive systems.			
13	Evaluate the success factors for creating and sustaining cohesive teams within a software organization.			
14	Assess the impact of current/emerging law upon software acquisition and use.			
15	Present and defend capstone software acquisition management case analysis.			
16	Evaluate methodologies for analyzing, determining, refining, implementing, and testing software intensive system requirements.			
17	Select an appropriate reengineering strategy to implement develop and integrate a software intensive system.			
18	Assess the revised business orientation reflected in the new DoD acquisition policy.			
19	Evaluate strengths and weaknesses of software cost estimation methods and models			
20	Evaluate the philosophy, practice, and processes and merits of for determining, refining, and implementing cost as an independent variable (CAIV) and earned value (EV) in managing software intensive systems.			

SAM 301	Competency	Yes	No	Work Description/Justification
21	Choose appropriate software quality management methodologies based on cost, schedule, and performance risk management considerations.			
22	Evaluate whether a software testing program adequately supports the quality, mission effectiveness and mission suitability goals of an information intensive acquisition program throughout its life cycle of an information intensive program.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

STM 201 – INTERMEDIATE S&T MANAGEMENT COURSE

STM 201	Competency	Yes	No	Work Description/Justification
1	Assess the Science and Technology Manager Career Path requirements.			
2	Explain the Defense Systems Acquisition Framework with regard to technology transition.			
3	Summarize the impact of the business environment on technology transition.			
4	Given specifics of critical technologies, classify them according to the nine levels defined in the Technology Readiness Levels (TRL)			
5	Assess the Future Naval Capabilities process.			
6	Compare the various technology transition processes.			
7	Explain the approach used by the Army to transition technology.			
8	Summarize DARPA's role in technology transition.			
9	Analyze the benefits of the Applied Technology Council approach to technology transition.			
10	Discuss the role of the DoD Office of Technology Transition.			
11	Discriminate between industry and government mechanisms to transition technology.			

STM 201	Competency	Yes	No	Work Description/Justification
12	Develop a technology transition checklist.			
13	Apply effective technology transition practices.			

COMPETENICIES
EMPLOYEE SELF-ASSESSMENT

STM 302 - ADVANCED S&T MANAGEMENT COURSE

STM 302	Competency	Yes	No	Work Description/Justification
1	Identify and explain the primary objectives of each phase and milestone of the DoD Acquisition Process Model.			
2	Explain the principles of Science & Technology transition, the acquisition lifecycle, total ownership costs, the S&T - acquisition interface and S&T transition management objectives.			
3	Demonstrate an understanding of the technology engineering management process to create Defense Capabilities for existing and future requirements.			
4	Develop integrated architectures for DoD systems and understand the interoperability certification process.			
5	Given an acquisition scenario within the IPPD environment, the student will be able to develop and present the outputs of the systems engineering process.			
6	Given an acquisition scenario within the IPPD environment, the student will be able to identify the key activities necessary to implement the systems engineering process.			
7	Identify the benefits and pitfalls in international acquisition from an S&T manager's perspective.			
8	Evaluate organization, communication and teaming techniques that facilitate Integrated Product and Process Development in the Science &Technology program environment.			
9	Given a technology program scenario, develop requirements and metrics for managing the team, affordability, technology, cost & schedules.			

STM 302	Competency	Yes	No	Work Description/Justification
10	Given an overview of alternative evaluation techniques, identify their opportunities and potential value for use in Technology project management.			
11	Prepare for the acquisition of a Software Intensive System by understanding the lessons learned, the governing regulations and guidelines, and the relevant system definitions.			
12	Given a notional software-intensive system, institute appropriate software management plans using the "16 Best Practices" tenets to address AT&L/S&T Software Intensive Systems (SIS) management concerns.			
13	Given a requirement to acquire a new start S&T software-intensive system, students will be able to determine the ability of contractors to provide on-time, within budget systems containing high quality mature software.			
14	Given a scenario, the student will correctly distinguish the role of Test & Evaluation in the acquisition and systems engineering processes.			
15	Apply the DoD test and evaluation process to S&T programs and contribute to the development of test and evaluation master plans in a test IPT environment.			
16	Identify a Test & Evaluation strategy for alternative acquisitions, such as Non-Developmental Items (NDI), Commercial Items & non-traditional acquisitions such as Advanced Concept Technology Demonstrations (ACTD).			
17	Given a technology program scenario, develop requirements and metrics for managing the team, affordability, technology, cost & schedule activities.			

STM 302	Competency	Yes	No	Work Description/Justification
18	Analyze key issues related to transitioning technology to acquisition programs, evaluate alternative methods to address these issues and recommend steps that will lead to success.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 201 – INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 201	Competency	Yes	No	Work Description/Justification
1	Diagram the current systems acquisition life cycle phases and major activities to be accomplished in each phase and relate the impacts of the on-going acquisition reform initiatives to the current life cycle.			
2	Apply the principles of Integrated Product and Process Development (IPPD) via the use of the Systems Engineering Process and Integrated Product Teams (IPTs).			
3	Classify Systems Engineering and/or Systems Engineering Process in terms of when it is applied, who applies it, and the results of each Systems Engineering Process application.			
4	Given appropriate references, relate the principles of ethical conduct to a scenario.			
5	Given varying Systems Engineering issues, determine the methodologies involved in the insertion of technology.			
6	Given appropriate references, relate the role of technical planning in the Systems Engineering effort and its relationship to overall program planning.			

SYS 201	Competency	Yes	No	Work Description/Justification
7	Given relevant references and a scenario, correctly apply the Requirements Analysis step to formulate the functional, physical, and operational requirements viewpoints within the Systems Engineering Process.			
8	Given relevant references and a scenario, correctly apply the Functional Analysis and Allocation step to formulate the functional architecture within the Systems Engineering Process.			
9	Given relevant references and a scenario, correctly apply the Synthesis step to formulate the physical architecture within the Systems Engineering Process.			
10	Given relevant references, correctly apply the verification loop in the Systems Engineering Process.			
11	Given appropriate documentation, correctly determine the Systems Engineering Process outputs.			
12	Using a scenario, develop a Work Breakdown Structure (WBS) based on the previously developed physical architecture.			
13	Given a Statement of Work (SOW), critique its preparation, structure, and content.			
14	Relate the implementation of cost containment in an acquisition program to the Cost as an Independent Variable (CAIV) philosophy.			

SYS 201	Competency	Yes	No	Work Description/Justification
15	Given a set of conflicting system requirements, propose a trade study methodology, conduct an analysis, and provide rationale.			
16	Given a scenario, relate the role and interrelationships of Configuration Management, Interface Management, and Data Management to the Systems Engineering Process.			
17	Given a scenario, apply the DoD acquisition risk management process within an Integrated Product/Process Development/Integrated Product Team Environment.			
18	Identify Measures of Effectiveness (MOEs)/Measures of Performance (MOPs), and select the critical MOPs from a given system description of requirements as Technical Performance Measures (TPMs).			
19	Given a list of probable event criteria, select the most important events, develop a checklist, and determine how each event will be verified to assist in planning and executing a specific technical review.			
20	Given a scenario, analyze problems associated with a product improvement, recommend steps to avoid problems, and provide feasible solutions.			

SYS 201	Competency	Yes	No	Work Description/Justification
21	Given examples, analyze how planning for Environmental, Safety, and Occupational Health (ESOH) requirements (major statutory/regulatory provisions) influences system designs within the Systems Engineering Process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 301 – ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 301	Competency	Yes	No	Work Description/Justification
1	Review the policies, interactions, relationships, and impacts which characterize the Systems Planning, Research, Development, and Engineering (SPRDE) function and its relationship with the DoD 5000 series managed acquisition life cycle.			
2	Apply systems analysis and control tools, employing an Integrated Product and Process Development approach to systems engineering management.			
3	Evaluate Organization, Communication, and Teaming techniques that facilitate Integrated Product and Process Development.			
4	Demonstrate understanding of and, apply technology to create and augment Defense Capabilities. The SPRDE Manager needs to apply the science and technology base to solve military problems and create opportunities and options.			
5	Evaluate the effective execution of the entire Concept and Technology Development phase using the systems engineering process.			

SYS 301	Competency	Yes	No	Work Description/Justification
6	Given a software intensive system scenario, justify a selected software development process and acquisition strategy.			
7	Develop the system, technical and operational architectures of a system.			
8	Construct the interoperability requirements of a system.			
9	Examine the modeling and simulation benefits, pitfalls, planning processes, applications and resulting requirements in systems acquisition.			
10	Examine how the requirements to integrate Environmental, Safety, and Health issues into the systems engineering process impact systems throughout their life cycle.			
11	For an in-class program case, the student will satisfactorily perform the basic tasks required of a Level-III SPRDE Acquisition Professional during Systems Definition.			
12	Evaluate the Systems Engineering product and processes used during system design, fabrication and test.			
13	Assess technical management issues associated with a broad range of topics, each with their own special challenges and rewards.			
14	The technical manager/senior engineer needs to be able to determine the tradeoffs associated with designing for production and to determine his role in supporting the production process.			

SYS 301	Competency	Yes	No	Work Description/Justification
15	Evaluate use of the systems engineering process to reduce risk of operational/support problems, as well as to plan and monitor the fielding process.			
16	Examine the benefits and pitfalls in international acquisition from a SPRDE manager's perspective.			
17	Evaluate practical courses of action to achieve improved performance, cost and safety in weapon systems by taking advantage of new technologies, considering the problems of modifying existing systems and the methodologies which permit achieving successful modification.			
18	Analyze and evaluate professional ethics issues.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 101 – INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
1	**Systems Acquisition Process.** • Describe the process in the Planning, Programming, and Budgeting System (PPBS). • Define the milestone decision process. • Describe the requirements generation process. • Define the elements of Integrated Product and Process Development. • Identify the roles of DoD components in acquisition. • Describe the AoA process linkage to requirements, and test and evaluation (T&E) planning.			
2	**Role of T&E in Systems Acquisition Process.** • Define T&E policy and procedures. • Determine T&E legal requirements. • Identify OSD and service-specific T&E management structures. • Compare DT&E versus IOT&E. • Identify how T&E is a risk mitigator. • Define the role of modeling and simulation in T&E. • Describe a test team structure and its contribution to TEMP development. • Contrast the differences between test and evaluation.			

TST 101	Competency	Yes	No	Work Description/Justification
3	**Test and Evaluation Design.** • Determine the testability of requirements. • Define a T&E strategy. • Identify analysis techniques. • Identify data requirements for test planning. • Describe a data source matrix. • Identify components of detailed test plans. • Determine T&E resource requirements. • Conduct validation of test results. • Verify adequate sample size. • Identify environmental issues affecting T&E. • Identify DT&E performance criteria. • Determine IOT&E effectiveness and suitability criteria. • Describe T&E's contribution to reliability growth. • Identify LFT&E requirements and resources. • Describe LFT&E modeling and simulation capabilities.			
4	**Resource Management.** • Identify the MRTFB. • Define uses of J1ST3 (TECNET). • Identify resources of DTEPI.			

TST 101	Competency	Yes	No	Work Description/Justification
5	**Data Collection.** • Identify data collection sources. • Define test storage and retrieval requirements. • Identify data protection requirements. • Describe data transmission and test site interconnection requirements.			
6	**Software.** • Identify software test techniques. • Define software T&E metrics.			
7	**Analysis.** • Identify various analysis techniques such as engineering analysis, modeling and simulation, data displays, and use of surveys and data tabulation. • Define software analysis techniques. • Define human factors and analyses, survivability, and transportability.			
8	**Evaluation.** • Identify evaluation techniques for technical performance. • Describe operational effectiveness and suitability evaluation.			
9	**Reporting.** • Identify the elements of various test reports. • Determine test report requirements. • Describe content needs for briefings and reports.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 202 – INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
1	**Role of T&E in the Systems Engineering Process.** • Describe verification in the SE process. • Identify risk elements for T&E. • Describe the impact of T&E on system acquisition. • Identify emerging policies for T&E. • Define the role of T&E in technical performance measurement. • Describe the interaction of T&E and the requirements process. • Determine CTP, COI, & MOE/MOS for a TEMP. • Identify the roles of T&E in alternative acquisition (commercial/NDI/ATD/ACTD).			
2	**Role of T&E in Systems Acquisition Process.** • Define the T&E IPT processes. • Describe elements of the T&E strategy in the TEMP. • Define the use of M&S and STEP in T&E planning. • Describe how types/levels of M&S impact use in T&E. • Identify pro/con for using M&S in T&E. • Define implications of VV&A in T&E planning.			

TST 202	Competency	Yes	No	Work Description/Justification
2 Con't.	• Identify planning issues and processes for operational evaluations. • Define the multiple levels of performance measures for a T&E program. • Describe relationships of T&E plans to resources. • Identify sources for T&E resources. • Describe the process for estimating timing and quantities of T&E resources. • Identify the effects of LFT&E on a T&E program strategy. • Identify the effects of LFT&E on a T&E program strategy. • Discuss software T&E as risk mitigation. • Explain integration of software and hardware development processes. • Assess uses of human versus automated software T&E. • Assess the utility of software T&E metrics for software development.			
3	**Test and Evaluation Design for Suitability.** • Identify the risks associated with T&E of elements of operational suitability. • Define impact of suitability T&E on program T&E strategy. • Identify the role of T&E in assessing each HSI parameter.			

TST 202	Competency	Yes	No	Work Description/Justification
3 Con't.	• Assess the impact of HSI T&E on the program T&E strategy. • Identify the role of T&E in RMA development. • Identify analytical methods used in RMA T&E. • Demonstrate knowledge of statistical methods for RMA analysis. • Define actions required from analysis of an RMA T&E report.			
4	**T&E Data Analysis.** • Identify causes and sources of variability in T&E results. • Describe forms and measures for presenting T&E data. • Assess the risks of using various measures of central tendency and dispersion. • Apply the Central Limit Theorem to analysis of T&E data. • Compute results of hypothesis test for normal and small sample sizes. • Identify the interactions of sample size and variability with confidence and risk. • Describe use of experimentation, randomization, blocking, and replication in Design of Experiments. • Describe possible impacts of variable interactions on test results.			

TST 202	Competency	Yes	No	Work Description/Justification
5	**Conduct of T&E.** • Identify differing instrumentation needs for DT&E and OT&E. • Define data collection alternatives and associated risks of each. • Describe the impacts of RDT&E instrumented systems used in combined test and training exercises. • Assess the T&E risks associated with aging instrumentation technology. • Describe risks associated with the data collection process. • Develop a performance measures dendritic for data collection planning. • Describe the impacts of changing technologies on data archiving/storage. • Identify responsibilities of test director for T&E planning and execution. • Identify the relationship of Concept of Operations and the test scenarios. • Identify criteria for assessing testing realism. • Define value and limitations of pre-test events. • Describe risk factors influencing successful test conduct. • Define criteria for determining timing and format for T&E reports.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 301 – ADVANCED TEST AND EVALUATION

TST 301	Competency	Yes	No	Work Description/Justification
1	**T&E in Systems Acquisition.** • Demonstrate an understanding of how current acquisition policy changes impact on T&E. • Demonstrate in-depth knowledge of T&E management processes. • Demonstrate an ability to analyze T&E issues and discuss in an interactive forum with OSD T&E. • Demonstrate an ability to analyze T&E issues and present solutions in an interactive forum.			
2	**T&E Technology.** • Demonstrate knowledge of emerging T&E technologies. • Define the risks relevant to employment of new T&E technologies.			
3	**Test and Evaluation Design.** • Demonstrate ability to assess multi-part T&E situation issues and risks. • Demonstrate an ability to analyze alternatives and present rational for solutions. • Demonstrate an ability to analyze and critique T&E solutions in an interactive forum.			

TST 301	Competency	Yes	No	Work Description/Justification
4	**Ethics for T&E.** • Demonstrate an ability to analyze ethical dilemmas and apply guidance. • Assess the impact of an ethical dilemma from the perspective of various stakeholders. • Assess personal ethical standards versus guidance.			
5	**T&E Wisdom.** • Identify T&E experience-based lessons learned and present in an interactive forum. • Demonstrate ability to critically assess utility of lessons learned.			
6	**Software T&E.** • Assess the utility of software T&E techniques and software performance metrics. • Critique software T&E lessons learned in an interactive forum.			
7	**M&S in T&E.** • Analyze and differentiate risks of various analysis techniques to include: AoA, engineering models, system modeling and simulation, force-on-force models and pretest sensitivity analysis. • Analyze and discuss risk mitigations for various M&S applications to program T&E in an interactive forum.			

APPENDIX

MANDATORY COURSE FULFILLMENT PROGRAM PROCEDURES

A. INTRODUCTION

The Director, Acquisition Education, Training and Career Development, will maintain the procedures needed to support the fulfillment process.

Members of the acquisition workforce begin the process by determining which training requirement (i.e., which Defense Acquisition University (DAU) course) they are seeking to satisfy through fulfillment. Information on which DAU courses are mandatory for each functional career path and documents supporting the fulfillment program can be found in the DAU catalog on the DAU world-wide web site.

B. DOCUMENTING COURSE COMPETENCIES

Members complete the self-assessment form available on the DAU Homepage, documenting each course competency they believe they have satisfied through experience, education and/or alternative training. Individuals then complete Section I of DD Form 2518 (Fulfillment of DoD Mandatory Training Requirements) found at A-1. This form, with supporting self-assessment documentation, is submitted to his/her immediate supervisor.

C. FULFILLMENT REVIEWS

The official authorized to conduct a review (in most cases, the first-level supervisor) of the completed DD Form 2518 shall determine whether the individual has the competencies to fulfill the course. If, in the judgment of a reviewing official (first or second level), additional or amplifying information is needed to reach a conclusion, the official shall interview the employee and/or request further documentation to support the self-assessment. An individual must satisfactorily meet all the competencies for a course to qualify for fulfillment credit for that course. The official designated to conduct a second-level review will vary depending on the procedures of each DoD Component.

Upon completion of the review, the first-level reviewing official concurs or non-concurs in block 16 of the DD Form 2518 and signs block 17. For all courses except PMT 302 (Advanced Program Management Course), the second-level reviewing official then approves or disapproves the complete package. If a reviewing official (first or second level) determines that additional information is required, the official shall interview the employee and/or request further documentation.

The second-level reviewing official follows the same procedures as the first-level reviewer, except that if additional information is required, that information may be obtained from either the individual, or the first-level reviewer or both. The second-level reviewer then completes section III as appropriate.

Reviewing officials should preferably be certified in the acquisition functional area being reviewed and at the same level as the course for which the documentation is being evaluated. Course graduates are preferred.

D. SPECIAL PROCEDURES FOR PMT 302

For PMT 302, the second-level review shall be completed by an official designated by the Component Head or Service Acquisition Executive. After the first-level concurrence, the reviewer forwards the completed DD Form 2518 and appropriate supporting documentation (such as self-assessment form, resumes, career briefs, transcripts, etc.) in accordance with Component procedures for higher level review and approval.

E. ADDITIONAL IMPLEMENTATION GUIDANCE

When either the first or second-level reviewer disapproves a request, the reviewer must provide justification to the requester in writing. The supervisor of the individual is expected to develop alternate training strategies that will assist the individual in obtaining certification. The Individual Development Plan required by DoD Manual 5000.52M should be used to document the strategy for civilian acquisition workforce members. Military members shall adhere to the career management policies and practices of the Military Departments in developing such a strategy.

Questions concerning the fulfillment program should be directed to the appropriate Director, Acquisition Career Management.

FULFILLMENT OF DOD MANDATORY TRAINING REQUIREMENT

Privacy Act Statement

AUTHORITY:	EO 9397, November 1943 *(SSN)*.
PRINCIPAL PURPOSE*(S)*:	To evaluate and determine the status of mandatory acquisition training. The purpose of soliciting the Social Security Number is for positive identification.
ROUTINE USE*(S)*:	The information provided is used for verification by the individual's supervisors and the individual's personnel office to ensure that mandatory acquisition training requirements have been fulfilled.
DISCLOSURE:	Voluntary; however, failure to provide requested information may preclude an effective evaluation to determine an individual's status of mandatory acquisition training. Failure to provide the Social Security Number will not nullify the purpose or use of the requested information.

SECTION I - INDIVIDUAL REQUEST *(Type or print in ink)*

1. NAME *(Last, First, Middle Initial)*			2. COURSE NUMBER	
3. COURSE TITLE			4. COURSE LEVEL *(Entry, Intermediate, Senior, etc.)*	
5. STATEMENT I propose that the skills and knowledge provided by the DoD mandatory course identified above have been obtained by experience, education, equivalency test, or alternate training. Based on the attached justification, I request that this be considered fulfillment of the mandatory training requirement indicated.				
6. SIGNATURE		7. DATE SIGNED *(YYMMDD)*	8. SOCIAL SECURITY NUMBER	
9. TITLE			10. SERIES	11. GRADE/RANK
12. OFFICE SYMBOL	13. LOCATION	14. CURRENT LEVEL *(Entry, Intermediate, Senior, etc.)*	15. DATE ENTERED CURRENT LEVEL *(YYMMDD)*	

SECTION II - SUPERVISOR'S RECOMMENDATION

16. CONCURRENCE/NONCONCURRENCE *(X one)*

	a. CONCUR - INDIVIDUAL HAS GAINED REQUISITE SKILLS AND KNOWLEDGE AS PROPOSED IN SECTION I.		b. DO NOT CONCUR *(Return request to individual)*

17. SUPERVISOR SIGNATURE		18. DATE SIGNED *(YYMMDD)*
19. DUTY TITLE	20. OFFICE SYMBOL	21. LOCATION

SECTION III - DISPOSITION

22. APPROVAL/DISAPPROVAL *(X one)*

	a. APPROVED		b. DISAPPROVED

23. SIGNATURE OF APPROVING OFFICIAL		24. DATE SIGNED *(YYMMDD)*
25. DUTY TITLE	26. OFFICE SYMBOL	27. LOCATION